



AGENDA

SAN RAFAEL CITY COUNCIL - MONDAY, APRIL 17, 2023

REGULAR MEETING AT 7:00 P.M.

In-Person:

San Rafael City Council Chambers
1400 Fifth Avenue, San Rafael, CA 94901

Participate Virtually:

Watch on Zoom Webinar: <https://cityofsanrafael-org.zoom.us/j/86061905675>

Watch on YouTube: www.youtube.com/cityofsanrafael

Listen by phone: (669) 444-9171

ID: 860-6190-5675#

One Tap Mobile: US: +16694449171,,86061905675#

This meeting will be held in-person. The public may attend in-person or participate virtually using Zoom. This meeting is being streamed to YouTube at www.youtube.com/cityofsanrafael.

How to participate in the meeting virtually:

- Submit public comment in writing before 4:00 p.m. the day of the meeting to city.clerk@cityofsanrafael.org.
- Join the Zoom webinar and use the 'raise hand' feature to provide verbal public comment.
- Dial-in to Zoom's telephone number using the meeting ID and press *9 to raise your hand, and *6 to unmute yourself, then provide verbal public comment.

If you experience technical difficulties during the meeting, please contact city.clerk@cityofsanrafael.org.

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 AND COUNCILMEMBER REPORTS:

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

3. City Manager and 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.

4. Consent Calendar Items:

a. **Approval of Minutes**

Approve Minutes of the City Council Meeting of April 3, 2023 (CC)

Recommended Action - Approve minutes as submitted

b. **Grant Funded Canal Broadband Feasibility Study Consulting Contract**

Approve and Authorize the City Manager to Negotiate and Execute a Professional Services Agreement with EntryPoint Networks, Inc. to Coordinate and Perform the Services Required to Create the Work Products Outlined in the Local Agency Technical Assistance (“LATA”) Grant Award from the California Public Utilities Commission (“CPUC”) for the San Rafael Canal Qualified Opportunity Zone Project in the Amount of \$182,120 (DS)

Recommended Action - Authorize the City Manager to negotiate and execute a professional services agreement in the amount not to exceed \$182,120 with EntryPoint Networks, Inc. to perform the services required to create the work products outlined in the contract and Digital Feasibility Study Proposal previously submitted and approved by the California Public Utilities Commission (CPUC) as a part of the City’s Local Agency Technical Assistance (LATA) grant application and award.

c. **Grant Award from the State of California Arts Commission**

Resolution Approving the Acceptance and Appropriation of Grant Funding from the State of California Arts Commission in An Amount of \$671,429 for The Downtown San Rafael Arts District, and Authorizing the City Manager to Execute a Grant Agreement and Other Documents Related to the Grant (ED)

Recommended Action - Adopt the Resolution

d. **City Quarterly Investment Report**

Acceptance of City of San Rafael Quarterly Investment Report for the Quarter Ending March 31, 2023 (Fin)

Recommended Action - Accept report

e. **National Library Week**

Proclamation Supporting National Library Week April 23-29, 2023 (LR)

Recommended Action - Receive and file

f. **Approval of Special Event Street Closures in San Rafael**

Resolution Authorizing the Temporary Closure of Streets in San Rafael for “Dining Under the Lights”, A Special Event Series on Fourth Street (PD)

Recommended Action - Adopt Resolution

g. **B Street Culvert Replacement Project**

Authorize the City Manager to Terminate the Construction Contract for B St Culvert Replacement Project, City Project No. 11380 with Maggiora & Ghilotti, Inc. (PW)

Recommended Action - Authorize the City Manager to terminate the construction contract for the B St Culvert Replacement Project, City Project No. 11380 with Maggiora & Ghilotti, Inc.

PUBLIC HEARINGS

5. Public Hearings:

a. **Paramedic Tax Rates for Fiscal Year 2023-24**

Introduction of An Ordinance of the City Council of the City of San Rafael Amending the Paramedic Service Special Tax Rates Within the Voter-Approved Limit, Commencing with Fiscal Year 2023-2024, for Residential Units and Non-Residential Structures in the City of San Rafael, County Service Area No. 13, County Service Area No. 19, and The Marinwood Community Services District (Fin)

Recommended Action - Waive further reading of the Ordinance and refer to it by title only, and introduce the Ordinance

OTHER AGENDA ITEMS

6. Other Agenda Items:

a. **Citywide Parks and Recreation Master Plan**

Resolution Adopting the Citywide Parks and Recreation Master Plan (LR)

Recommended Action - Adopt Resolution

b. **Appointment of Cristine R. Alilovich to City Manager**

Resolution Appointing Cristine R. Alilovich City Manager, Effective June 1, 2023 and Approving and Authorizing the Mayor to Execute An Employment Agreement (CA)

Recommended Action - Adopt Resolution

SAN RAFAEL SUCCESSOR AGENCY:

1. Consent Calendar:

a. **Successor Agency Quarterly Investment Report**

Acceptance of City of San Rafael Successor Agency Quarterly Investment Report for the Quarter Ending March 31, 2023 (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 and at City Hall, 1400 Fifth Avenue, and placed with other agenda-related materials on the table in front of the Council Chamber prior to the meeting. Sign Language interpreters may be requested by calling (415) 485-3066 (voice), emailing city.clerk@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. To request Spanish language interpretation, please submit an online form at <https://www.cityofsanrafael.org/request-for-interpretation/>.



MINUTES

SAN RAFAEL CITY COUNCIL - MONDAY, APRIL 3, 2023

REGULAR MEETING AT 7:00 P.M.

In-Person:

San Rafael City Council Chambers
1400 Fifth Avenue, San Rafael, CA 94901

Participate Virtually:

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Watch on YouTube: www.youtube.com/cityofsanrafael

Listen by phone: (669) 444-9171

ID: 844-3204-9611#

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Present: Councilmember Bushey
Councilmember Hill
Councilmember Kertz
Vice Mayor Llorens Gulati
Mayor Kate

Absent: None

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

Mayor Kate called the meeting to order at 7:14 p.m. and invited City Clerk Lindsay Lara to call the roll. All members of the City Council were present.

City Attorney Robert Epstein announced that no reportable action was taken at the closed sessions on March 28, 2023, March 29, 2023, or either closed sessions on April 3, 2023.

Mayor Kate provided opening remarks, which included an announcement that San Rafael will continue to offer attendance at public meetings either in-person or virtually following the end of the emergency declaration, and a land acknowledgement.

City Clerk Lindsay Lara informed the community that the in-person meeting would be recorded and streamed live to YouTube and through Zoom, and members of the public would provide public comment either on the telephone or through Zoom. She explained the process for community participation on the telephone, through Zoom and in-person.

OPEN SESSION – THIRD FLOOR CONFERENCE ROOM – 6:30 PM

Dial in: (669) 900-9128, Meeting ID: 844-2184-7037#

One tap mobile +16699009128,,84421847037# US

1. Mayor Kate announced the Closed Session items.

CLOSED SESSION – THIRD FLOOR CONFERENCE ROOM – 6:30 PM

2. Closed Session:

a. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION

Government Code section 54956.9(d)(1): 2 cases

- i. Erdmann v. City of San Rafael, et al. (Marin Superior Court, Case No. CIV 2100895)
- ii. City of San Rafael v. Chessen, et al. (Marin Superior Court, Case No. CIV 2104219)

OPEN TIME FOR PUBLIC EXPRESSION

- Dave Rhoads, Walk/Bike San Rafael, addressed the City Council regarding the recently cancelled Bicycle and Pedestrian Advisory Committee meeting.
- Andrew Davidson addressed the City Council regarding 1515 Fourth Street development project.
- Scott Dumas addressed the City Council regarding 1515 Fourth Street development project.
- Christa Gatewood addressed the city council regarding the 1515 Fourth Street development project.
- John Reynolds addressed the City Council regarding a rally/march on March 31st regarding police accountability for a controversial arrest in the Canal, as well as, commented on the San Rafael Police Department and 400 Canal Street housing.
- Lori addressed the City Council regarding the recently cancelled Bicycle and Pedestrian Advisory Committee meeting.
- Name withheld addressed the City Council regarding the recent Albert Park encampment clean-up and police worn body cameras.

Ali Giudice, Community Development Director provided comments.

CITY MANAGER AND COUNCILMEMBER REPORTS:

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

3. City Manager and Councilmember Reports:

Jim Schutz announced:

- The City's Alternative Response Team (with the Petaluma People Services Center), now called the SAFE Team (Specialized Assistance For Everyone) went into the field last week
- Fire Station 55 is now occupied with firefighters
- Earth Day Clean and Green, April 21st, 10 a.m. - 2 p.m.
- Earth Day Neighborhood Clean-Ups, April 22nd, 9 a.m. – 12 p.m.

City Councilmember Reports:

- Vice Mayor Llorens Gulati reported on a Policing in San Rafael community meeting, a Marin County Council of Mayors & Councilmembers (MCCMC) meeting, a Marin Women's Political Action Committee luncheon, a MCCMC Climate Action Committee meeting and a Youth for Justice (Alcohol Justice) meeting. Also, she attended the first Canal Easter Egg Hunt.

- Councilmember Kertz reported on her attendance at a 10-day seminar in Israel and a Terra Linda Neighborhood Association meeting. She announced a new Marin Wildfire Prevention Authority (MWPA) report entitled Literature Review of the State of the Science in Wildfire Evacuation.
- Councilmember Hill reported on a Priority Setting Committee meeting and ride-alongs with both public safety departments (Fire and Police).
- Councilmember Bushey reported on a Pt. San Pedro Road Coalition meeting, a meeting with Supervisor Sackett regarding budgetary negotiations, a Marin Transit Agency board meeting, a Public Service Award Committee meeting, a Rotary of San Rafael luncheon, a Marin Elected Women's luncheon and a Loch Lomond Oversight Committee meeting. She announced the breakwater path has been re-opened.
- Mayor Kate reported on a Fire Department ride-along, a Transportation Authority of Marin (TAM) meeting and a Marin Gun Safety Collaborative meeting. She announced a Marin County Office of Education Gun Safety campaign.

Mayor Kate invited public comment.

Speaker: Name withheld

CONSENT CALENDAR:

Mayor Kate invited public comment; however there was none.

Vice Mayor Llorens Gulati moved and Councilmember Hill seconded to approve the Consent Calendar.

4. Consent Calendar Items:

- a. **Approval of Minutes**
Approve Minutes of the City Council Meeting of March 20, 2023 (CC)
Approved minutes as submitted
- b. **Term Extensions for Board, Commission and Committee Members**
Approve Extension of Board, Commission and Committee Member Terms to a Semi-Annual Expiration (CC)
Approved Term Extensions
- c. **Public Service Award 2023**
Resolution of Appreciation to Recipient of the Richard P. O'Brien and Mary Ferrario O'Brien Public Service Award for 2023 (CC)
Resolution 15197 - Resolution of Appreciation to Recipient of the Richard P. O'Brien and Mary Ferrario O'Brien Public Service Award for 2023
- d. **Proclamation Supporting Celebrate Diversity Month (HR)**
Received and filed
- e. **Proclamation Supporting Month of the Young Child (LR)**
Received and filed
- f. **Approval for Special Event Street Closures in San Rafael**
Resolution Authorizing the Temporary Closure of Streets in San Rafael for Special Events for Calendar Year 2023 (PD)

Resolution 15198 - Authorizing the Temporary Closure of Streets in San Rafael for Special Events for Calendar Year 2023

g. Third Street Rehabilitation Project

Authorize the City Manager to Execute a First Amendment to the Professional Services Agreement with Coastland Civil Engineering, Inc. for Construction Management, Inspection, and Material Testing Services Associated with the Third Street Rehabilitation Project, In an Additional Amount Not to Exceed \$380,000 (PW)

Authorized the City Manager to Execute a First Amendment to the Professional Services Agreement with Coastland Civil Engineering, Inc. for Construction Management, Inspection, and Material Testing Services Associated with the Third Street Rehabilitation Project, In an Additional Amount Not to Exceed \$380,000

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

NOES: Councilmembers: None

ABSENT: Councilmembers: None

SPECIAL PRESENTATIONS

5. Special Presentation:

Mayor Kate invited public comment; however, there was none.

a. Presentation of Resolution of Appreciation to Public Service Award Recipient (CC)

Mayor Kate presented the Resolution of Appreciation to Melissa Prandi, Public Service Award Recipient.

Melissa Prandi provided comments.

Mayor Kate called a recess at 7:58 p.m.

Mayor Kate called the meeting to order at 8:10 p.m.

OTHER AGENDA ITEMS

6. Other Agenda Items:

a. Notice of Funding Availability for Affordable Housing

Status and Scope of City of San Rafael Notice of Funding Availability (CD)

Alexis Captanian, Housing Program Analyst presented the staff report.

Staff responded to questions from the City Council.

Mayor Kate invited public comment.

Speaker: Al Vetere

Staff responded to public comment.

Councilmembers provided comments.

Councilmember Kertz moved and Councilmember Bushey seconded to accept the report.

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

Accepted report

b. [Countywide Fire Dispatch Changes](#)

Informational Report to the City Council on the Dissolution of the Contract with the Marin County Sheriff's Office and Negotiations with the Marin County Fire Department for Fire Dispatch Services (FD)

Fire Chief Darin White presented the staff report.

Staff responded to questions from the City Council.

Mayor Kate invited public comment.

Speaker: Al Vetere

Staff responded to public comment.

Councilmembers provided comments.

Councilmember Hill moved and Councilmember Bushey seconded to accept the report.

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

Accepted report

SAN RAFAEL SUCCESSOR AGENCY:

1. Consent Calendar: None.

ADJOURNMENT:

Mayor Kate adjourned the meeting at 8:45 p.m.

LINDSAY LARA, City Clerk

APPROVED THIS ____ DAY OF _____, 2023

KATE COLIN, Mayor



SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Digital Service and Open Government

Prepared by: Vinh Pham,
Digital Infrastructure Manager

City Manager Approval:  _____

TOPIC: GRANT FUNDED CANAL BROADBAND FEASIBILITY STUDY CONSULTING CONTRACT

SUBJECT: APPROVE AND AUTHORIZE THE CITY MANAGER TO NEGOTIATE AND EXECUTE A PROFESSIONAL SERVICES AGREEMENT WITH ENTRYPOINT NETWORKS, INC. TO COORDINATE AND PERFORM THE SERVICES REQUIRED TO CREATE THE WORK PRODUCTS OUTLINED IN THE LOCAL AGENCY TECHNICAL ASSISTANCE (“LATA”) GRANT AWARD FROM THE CALIFORNIA PUBLIC UTILITIES COMMISSION (“CPUC”) FOR THE SAN RAFAEL CANAL QUALIFIED OPPORTUNITY ZONE PROJECT IN THE AMOUNT NOT TO EXCEED \$182,120

RECOMMENDATION:

Staff recommends City Council approve and authorize the City Manager to negotiate and execute a professional services agreement in the amount not to exceed \$182,120 with EntryPoint Networks, Inc. to perform the services required to create the work products outlined in the contract and Digital Feasibility Study Proposal previously submitted and approved by the California Public Utilities Commission (CPUC) as a part of the City’s Local Agency Technical Assistance (LATA) grant application and award.

BACKGROUND:

In September 2022, the City of San Rafael, in partnership with the County of Marin, submitted a Local Agency Technical Assistance (LATA) grant application to the California Public Utilities Commission (CPUC) which was subsequently awarded. LATA grant funding was established to reimburse pre-construction expenses in advance of broadband deployment to unserved and underserved communities. The Canal neighborhood was identified as the underserved or potentially unserved community in San Rafael. LATA resources were awarded to analyze community needs, recommend capable models, prove feasibility, identify eligible funding sources, and assist with preparing the documentation necessary to apply for and receive state and/or federal funding assistance.

FOR CITY CLERK ONLY

Council Meeting:

Disposition:

The reimbursable work products to be developed from this award include:

1. Data Collection: \$78,380
2. Market Analysis: \$33,800
3. High Level Design for Outside Plant and Interior Rental Units: \$36,140
4. Strategic Plan Document and Presentations: \$33,800

ANALYSIS:

The Canal neighborhood (including Census Tracts 1122.03 and 1122.04) in San Rafael has significantly lower household incomes than surrounding neighborhoods and a lower rate of broadband service subscription per household compared to average households in the City of San Rafael. Despite federal and state broadband maps indicating that the Canal neighborhood is “served” by incumbent providers Comcast and AT&T, a closer look at rates vs household income and access to existing providers indicates the neighborhood could be better served by increased access to infrastructure and internet services. The feasibility study that will be provided by EntryPoint Networks Inc. will include data collection and reliability tests to determine if it is recommended to pursue further state and federal grants to subsidize broadband development in the neighborhood.

The ‘data collection’ work to be performed will include statistically relevant resident and property owner surveys. Reliability and capacity tests for the area will be conducted and recorded by the residents from inside their living units. This work will be inclusive and granular in nature, providing a unique understanding around the challenges faced by tenants and institutional landlords with a focus on developing sustainable solutions that meet the needs of both.

As a part of business modeling and feasibility analysis, outside plant designs will leverage the State’s open access middle mile and include suggested property improvements and costs to deliver reliable broadband to each living unit within the high-density housing area. Achieving these outputs will be key to proving Broadband Equity, Access, and Deployment (BEAD) Program eligibility into the living units.

As the final work product, the strategic plan document and presentations will catalogue and frame findings in actionable recommended next steps leading to fundable, pragmatic solutions for the area and beyond.

FISCAL IMPACT:

The contract amount of \$182,120 will be reimbursed from the LATA award. There is no additional fiscal impact associated with this action.

OPTIONS:

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

1. Approve the EntryPoint Networks, Inc. contract and authorize the City Manager to negotiate and execute the agreement.
2. Do not approve the contract.

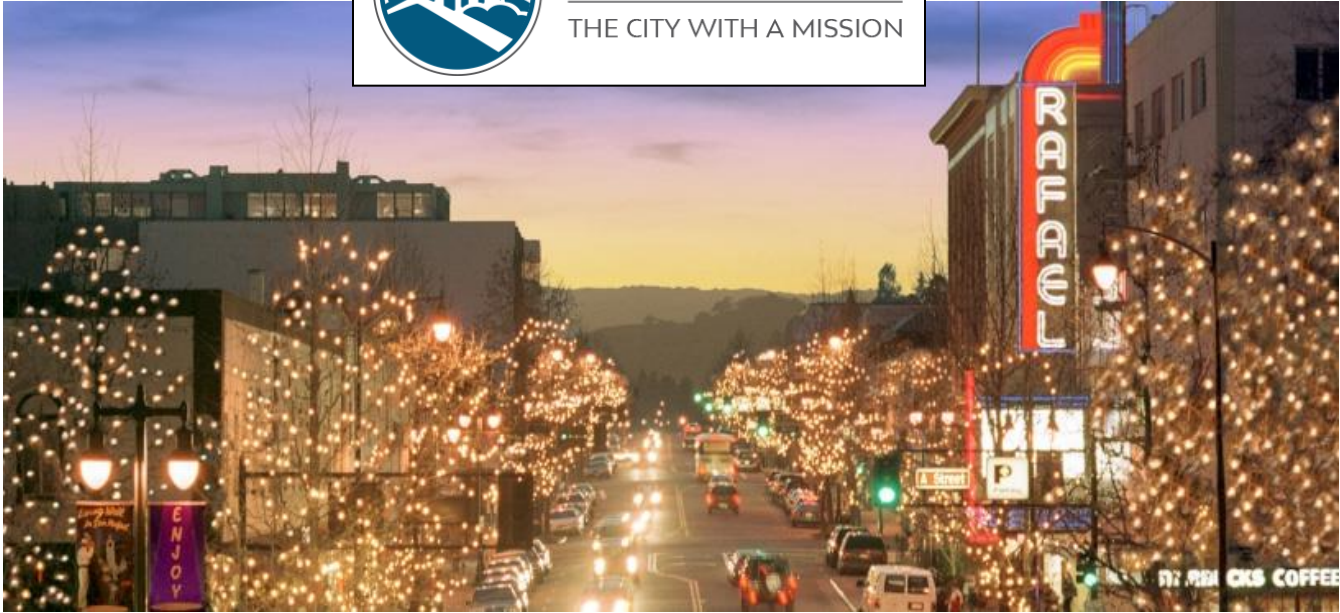
RECOMMENDED ACTION:

Staff recommends City Council approve and authorize the City Manager to negotiate and execute a professional services agreement in the amount not to exceed \$182,120 with EntryPoint Networks, Inc. to perform the services required to create the work products outlined

in the contract and Digital Feasibility Study Proposal previously submitted and approved by the California Public Utilities Commission (CPUC) as a part of the City's Local Agency Technical Assistance (LATA) grant application and award.

ATTACHMENTS:

1. EntryPoint Proposal



DIGITAL FEASIBILITY STUDY PROPOSAL

Submitted by



September 20, 2022

[Revised 02/28/2023]

SCOPE OF WORK

EntryPoint Networks Solution Services Group appreciates the opportunity to provide project leadership, management, design, and strategic planning for the City of San Rafael, California. This work will include the following work products for the San Rafael Canal Qualified Opportunity Zone:

1. Data collection and market analysis to include Geospatial files with data showing market data and other datasets including availability, price, and performance metrics. Resident and property owner survey development and execution to determine satisfaction, experience, affordability, to inform City actions or solutions. This work will be extensive and performed by a third-party subcontractor under EntryPoint's oversight.
2. High level design with an accompanying Bill of Materials (BOM) for a fiber to the address solution to be used for cost and feasibility analysis. Additional design work will be performed based on feedback obtained from rental property owners to outline potential solutions capable of delivering 1 gigabit connectivity to each rental living unit. The fiber to the address or MDU work will be performed by a third-party subcontractor under EntryPoint's oversight. The interior connectivity solutions will be developed by EntryPoint and documented with high level cost estimates as a part of the larger plan documentation.
3. Strategic recommendations will be developed and documented. Plan documentation shall include identifying gaps, potential solutions, challenges, costs, and recommended steps and paths to creating long term sustainable solutions, including suggestions to create natural incentives for stakeholders to support a solution capable of achieving the City's goals while at the same time managing these desired changes for the benefit of all.

Expected steps to develop and deliver these three deliverables are expected to include the following activities:

Data Collection (A-C) and Market Analysis (D&E)

- A. Data collection (statistically relevant)
 - a. Collect, catalogue, and correlate granular demographic data
 - b. Collect, catalogue, and correlate broadband market data for the area
- B. Develop and conduct surveys of area residents and property owners
 - a. Includes marketing to increase survey participation
 - b. Includes survey mailing and input of hard copies
- C. Map area to show potential funding sources based on data and program qualifications
- D. Inform strategy and information outputs with mapping and graphical representations of collected data
- E. Summarize findings to inform final report

High Level Outside Plant and Inside Plant Network Design

- A. Perform initial asset discovery to inform design
 - a. Obtain, review, and correct available data
 - b. Obtain, review, and approve public assets for use in design
- B. Coordinate design with Statewide middle mile
- C. Develop, review, document, and approve a 50+ year network architecture capable of supporting public, private and internet services securely and reliably to be used for design
- D. Perform high level design for outside fiber optic plant to the addresses
 - a. Review initial design outputs, provide corrections or improvements
 - b. Approve initial design once desired level of design efficiency is achieved
- E. Coordinate rental property owner input to develop in structure or building designs and strategies
 - a. Develop and document potential indoor architectures and designs
 - b. Analyze Pros and Cons for proposed solutions
- F. Document findings including high level cost estimates

Document Findings and Outline Strategic Recommendations

- A. Provide technical review of design inputs
 - a. Summarize findings in layman's terms
 - b. Create proforma financials for viable solutions that include:
 - i. Capital Costs
 - ii. Operational Costs
 - iii. Service Costs
 - iv. Municipal costs and responsibilities
 - v. Service provider costs and responsibilities
 - vi. Property owner costs and responsibilities
 - vii. Consumer costs and responsibilities
 - c. Develop, organize, and document strategic recommendations
 - d. Provide technical details in an appendix
- B. Document recommended infrastructure and network architecture and standards to assist with institutionalizing standards and planning in municipal processes
 - a. Provide some immediate tactical suggestions
 - b. Suggest potential interdepartmental collaborations
 - c. Clearly document the various levels of ownership and investment required by the city to implement solutions
- C. Present the final report and findings to City Leadership



PROJECT TIMELINES AND COSTS

EntryPoint’s proposed consulting fees for the outlined activities are presented in the table below. EntryPoint’s estimates assume that **MERIT Networks** will perform the data collection and inform the market analysis metrics as a subcontractor, and that outside plant design work will be performed by either **RUCON Engineering** and/or **Biarri Networks** as a subcontractor.

MERIT Network’s data collection and market analysis work is estimated as a not to exceed amount of \$78,380.

Outside plant and interior network design services is estimated as a not to exceed amount of \$32,460.

EntryPoint’s professional services costs are presented in the table below. The table separates specific task categories and the anticipated number of hours associated with each. EntryPoint’s Consulting Fees for these projects are based on a \$200.00 per hour rate, with a project cap of \$67,600.

Based on the estimated hours and EntryPoint’s current workload, this work will take approximately 8 - 10 months to complete.

Proposed Activities	Marketing	Design	Finance	Admin	Total
Data Collection and Market Analysis	14	2	4	10	30
Develop initial Scope of Work.	2				
Develop, review, and approve surveys.	4				
Coordinate collection and inform analysis.	4			2	
Review and approve deliverables.	4	2	4	8	
High Level Design	8	88	10	24	130
Coordinate design data collection.		4		2	
Develop, review, and approve architecture and standards		16		2	
Provide oversight for outside plant design iterations.		8		2	
Perform landlord engagements to inform interior designs.	4	40		10	
Develop, review, and approve interior design strategies.	4	20	10	8	
Strategic Plan Document	72	36	40	30	178
Provide strategic analysis for recommended solutions.	12	12	12	4	
Provide financial analysis for recommended solutions.		4	12	2	
Provide high level messaging recommendations for solutions.	8			4	
Provide recommended next steps including any immediate tactical recommendations.	4	4	4	8	
Provide supporting technical data as an appendix.	8	8	8	4	
Provide presentations to assist with community engagement and education.	40	8	4	8	
TOTAL HOURS = 338					



Total EntryPoint Hours = 338 @ \$200 per hour = \$67,600
Network Design Costs = 1300 Addresses, 2780 Living Units (OSP and in building) = \$36,140
MERIT Network Data Collection Costs = 819 HHP / 2271 Living Units = \$78,380
Total Cost = \$182,120 (not to exceed total project cap)

PROJECT TEAM

EntryPoint’s Municipal Digital Access consulting services are led by Bruce Patterson. Below is a list of the primary team members that would work with San Rafael Leaders, city staff, and community leaders on this project.

Bruce Patterson – Project Lead, Network Planning, Network Implementation, Network Operations

Jeff Christensen – Strategic Analysis, Risk Analysis, Business Model Analysis

Devin Cox – Market Analysis, Community Outreach and Engagement Planning, Market Surveys

Brad Banyai – Financial Analysis, Financial Proforma, Cost Structure, Cash Flow Analysis

PROJECT TEAM QUALIFICATIONS

Bruce Patterson – EntryPoint Networks, Head of Operations

Bruce Patterson is the Director of EntryPoint Solution Services. Mr. Patterson is the recognized thought leader behind the ‘Ammon Model’ which focuses on the separation of infrastructure from service both technically and economically, thereby allowing the infrastructure to be treated as a true public utility while enabling private competition for services. During his tenure at the City of Ammon, Bruce was responsible for the creation and management of the Ammon Fiber Network. He managed everything from strategy and implementation including legal, public process, financial, construction, and technical aspects. It is Bruce’s work that has led to the Ammon Fiber Network being identified as the “Best Fiber Optic Network in America”

As Director of EntryPoint Solution Services, Mr. Patterson assists municipalities with network planning, feasibility analysis, network design, cost projections, construction oversight and network operations and management. Mr. Patterson believes that municipal fiber networks can and should be used for applications that go beyond “fast internet”.

Jeff Christensen – EntryPoint Networks, President – Strategic Analysis, Risk Analysis, Business Model Analysis

Jeff Christensen is the President of EntryPoint Networks. Mr. Christensen has an M.S. in Management from Purdue University’s Krannert School of Management and a B.S. in Organizational Psychology from the University of Utah. Prior to Mr. Christensen’s tenure at EntryPoint he served as Chief Operating Officer at FutureVision Technologies and V.P. of Operations at Emdeon.

At EntryPoint, Mr. Christensen oversees ongoing research & development, manages strategic partnerships, oversees manufacturing collaboration, client relationships and deployments, business development, customer support, strategy development, and has been the Principal Investigator for a recently completed Department of Energy grant: *Edge Intelligence for Virtualization and Security in Open Networks*.

Devin Cox – EntryPoint Networks, EVP Business Development – Community Engagement & Market Research

Devin Cox is the EVP of Business Development at EntryPoint Networks. Mr. Cox has a Bachelor of Science degree in Business Communications from the University of Utah. Prior to Mr. Cox's tenure at EntryPoint he served as V.P. of Sales and Marketing at FutureVision Technologies and V.P. of Sales at Emdeon. At EntryPoint, Mr. Cox oversees sales, marketing, and client relations.

When deploying a municipal Digital Access network, proactive and effective community engagement is critical to both short-term and long-term success of the network. For this reason, Mr. Cox focuses a large part of his time working with clients on strategies and programs designed to drive network subscriber take-rates.

Brad Banyai – EntryPoint Networks, CFO – Network Financials and Funding Analysis

Brad Banyai is the Chief Financial Officer for EntryPoint Networks and oversees accounting, accounts payable, accounts receivable, RMA processing, and cash management. Prior to Mr. Banyai's tenure at EntryPoint he served as President of FutureVision Technologies and V.P. of Product Management at Emdeon. Mr. Banyai produces the Proforma Financials for each of the Digital Access Master Plans we produce for the municipalities we work with.

Julie Burkhart – EntryPoint Networks, Sr. Content Strategist & Writer

Ms. Burkhart has for-profit, non-profit, and higher education experience. She is currently a Sr. Content Strategist & Writer for EntryPoint Networks.

Before joining EntryPoint, Ms. Burkhart was the National Association of Corporate Directors (NACD) Executive Director, Heartland Chapter. She collaborated with board members and advisors to produce world-class programs and peer-to-peer exchanges for local directors. She also oversaw all chapter administration, board relations, and sponsor engagement.

Prior to joining the NACD Heartland Chapter, Ms. Burkhart was the Director of Community Engagement at the University of Kansas. Her primary role was to facilitate linkages between KU resources, expertise, and capabilities with Kansas City area leaders to reduce workforce challenges, solve problems by utilizing community-based research and service, and grow entrepreneurship and economic development in the region and beyond.

Preceding KU, Ms. Burkhart spent 18 years at Sprint in program management, training, leadership development, knowledge management, and talent acquisition. She also served as Sprint's 2000-member Women's Employee Resource Group president. Ms. Burkhart was Sprint's 2013 Diversity Award recipient and was selected for its High Performing Manager Program in 2010.

Ms. Burkhart graduated from Kansas State University with a bachelor's degree in family life and human development. She earned a master's degree in business communication from Fort Hays State University.

ENTRYPOINT NETWORKS - COST PROPOSAL

EntryPoint’s proposed consulting fees for managing this process and preparing the work products as follows:

1. <u>Data Collection:</u>	<u>\$78,380</u>
2. <u>Market Analysis:</u>	<u>\$33,800</u>
3. <u>High Level Design for Outside Plant and Interior Rental Units:</u>	<u>\$36,140</u>
4. <u>Strategic Plan Document and Presentations:</u>	<u>\$33,800</u>

EntryPoint will invoice at net 30 terms upon the delivery and the city’s acceptance of each work product listed above.

PROJECT TIMELINE

EntryPoint’s projected timeline for delivering these work products is estimated as follows:

D. <u>Data Collection and Market Analysis:</u>	<u>Weeks 1 - 24</u>
E. <u>High Level Design for Outside Plant and Interior Rental Units:</u>	<u>Weeks 5 - 21</u>
F. <u>Strategic Plan Document and Presentations:</u>	<u>Weeks 22 - 32</u>

EntryPoint will invoice at net 30 terms upon delivery and the city’s acceptance of each work product listed above.

ENTRYPOINT NETWORKS – PROPOSAL SIGNATORY

The preceding Proposal submitted to the City of San Rafael,CA is authorized by EntryPoint’s Managers.



Bruce Patterson
Authorized Representative
Head of Operations
1949 West Printers Row
Salt Lake City, Utah 84119
208-360-1279
bpatterson@entpnt.com



SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Economic Development & Innovation

**Prepared by: Micah Hinkle,
Economic Development Director**

City Manager Approval: _____

TOPIC: GRANT AWARD FROM THE STATE OF CALIFORNIA ARTS COMMISSION

SUBJECT: RESOLUTION OF THE SAN RAFAEL CITY COUNCIL APPROVING THE ACCEPTANCE AND APPROPRIATION OF GRANT FUNDING FROM THE STATE OF CALIFORNIA ARTS COMMISSION IN AN AMOUNT OF \$671,429 FOR THE DOWNTOWN SAN RAFAEL ARTS DISTRICT, AND AUTHORIZING THE CITY MANAGER TO EXECUTE A GRANT AGREEMENT AND OTHER DOCUMENTS RELATED TO THE GRANT

RECOMMENDATION:

Adopt a resolution approving the acceptance and appropriation of grant funding from the State of California Arts Commission in an amount of \$671,429 for the Downtown San Rafael Arts District and authorizing the City Manager to execute a grant agreement and other documents related to the grant.

BACKGROUND:

On March 20, 2017, the City Council authorized City participation in a joint application with Art Works Downtown, San Rafael Downtown Business Improvement District (Downtown BID), Youth in Arts (YIA), and the California Film Institute (CFI) for designating Downtown San Rafael as a California Cultural District.

On July 13, 2017, the California Arts Commission (CAC) selected Downtown San Rafael Arts District (DSRAD) as one of fourteen State of California designated art districts. The program certification was valid for five years and was completed in August of 2022.

In January 2023, with State legislature funding support, the CAC voted to continue the California Cultural District Program and opened a \$671,429 grant funding opportunity to each of the fourteen designated districts who successfully receive a five-year recertification. City staff from the Economic Development and Library & Recreation Departments have been working with DSRAD partners Art Works Downtown (AWD), Downtown BID, YIA, the CFI, and the Marin Society of Artists (MSA) for the recertification of the DSRAD as a California Cultural District and completion of a grant funding application.

FOR CITY CLERK ONLY

Council Meeting: _____

Disposition: _____

SAN RAFAEL CITY COUNCIL AGENDA REPORT / Page: 2

On April 6, 2023, City staff received notification that the DSRAD has been recertified as a Cultural District and has been awarded \$671,429 for cultural district support and enhancement.

ANALYSIS:

San Rafael's selection as one of California's premier state-designated arts and culture districts was done through a highly competitive process and is a recognition of the history and value of culture and arts to the San Rafael community. The DSRAD is located along the spine of Fourth Street in downtown San Rafael, which is a unique place to create and appreciate arts and culture. The DSRAD, along with multiple other arts and culture organizations and individuals in San Rafael, provide a wide variety of arts and culture programs, events, and activities that help San Rafael residents and visitors come together, make connections, amplify creative expressions, and get involved in the larger community.

The CAC recertification process and grant program re-energized the DSRAD core partners by providing funding resources for targeted district activities. Through ongoing collaboration and partnership, the core DSRAD partners of AWD, the Downtown BID, YIA, CFI, MSA, and the City of San Rafael worked together to submit a recertification application to the California Arts Council, and identified targeted deliverables over the next three years that the grant funds would be utilized for to support and enhance the DSRAD.

By accepting funds from the CAC, the DSRAD agrees to reporting requirements (including Interim and Final Reports), agrees to send a representative contingent to any CAC convenings, and will support the Downtown San Rafael Arts District with the following:

- Develop a DSRAD Strategic Plan
- Build DSRAD capacity and sustainability
- Raise DSRAD visibility
- Increase DSRAD supporter base
- Continue existing programs, events and activities delivered through DSRAD core partners
- Grow programs, events and activities as capacities are built.

Given the grant size and organizational capacity, the City of San Rafael would be the fiscal sponsor and administer the grant and work with core partners for implementation.

FISCAL IMPACT:

The CAC grant of \$671,429 is a three-year grant and does not require matching funds. The City will be the fiscal sponsor for this grant and will manage the grant administrative and reporting requirements and would take a 10% administration fee of \$67,142 leaving the remaining funds available for DSRAD grant deliverables. A budget developed by the core partners and approved by CAC is attached as Attachment 2. Funds from this grant would be appropriated for use based on the proposed budget and held in the grant fund account 283.

OPTIONS:

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

1. Adopt resolution as presented.
2. Adopt resolution with modifications.
3. Direct staff to return with more information.
4. Take no action.

RECOMMENDED ACTION:

Adopt resolution approving the acceptance and appropriation of grant funding from the State of California Arts Commission in an amount of \$671,429 for the Downtown San Rafael Arts District, and authorizing the City Manager to execute a grant agreement and other documents related to the grant.

ATTACHMENTS:

1. Resolution authorizing the grant acceptance and execution of the grant agreement for the California Arts Commission Grant for the Downtown San Rafael Arts District.
2. Downtown San Rafael Art District - Draft Three Year CAC Grant Budget

RESOLUTION NO.

RESOLUTION OF THE SAN RAFAEL CITY COUNCIL APPROVING THE ACCEPTANCE AND APPROPRIATION OF GRANT FUNDING FROM THE STATE OF CALIFORNIA ARTS COMMISSION IN AN AMOUNT OF \$671,429 FOR THE DOWNTOWN SAN RAFAEL ARTS DISTRICT, AND AUTHORIZING THE CITY MANAGER TO EXECUTE A GRANT AGREEMENT AND OTHER DOCUMENTS RELATED TO THE GRANT

WHEREAS, on March 20, 2017, the City Council authorized City participation in a joint application with Art Works Downtown, San Rafael Downtown Business Improvement District, Youth in Arts, and the California Film Institute for designating Downtown San Rafael as a California Cultural District; and

WHEREAS, on July 13, 2017, Downtown San Rafael Arts District was selected as one of fourteen State of California designated art districts by the California Arts Commission (CAC) for a five-year certification; and

WHEREAS, in January 2023, the California Arts Commission voted to continue the California Cultural District Program and opened a \$671,429 grant funding opportunity to each of the fourteen designated districts who successfully receive a five-year recertification; and

WHEREAS, on March 29, 2023, the City of San Rafael, Art Works Downtown, San Rafael Downtown Business Improvement District, Youth in Arts, California Film Institute, and Marin Society of Artists submitted a recertification application and grant application for the Downtown San Rafael Arts District as a California Cultural District; and

WHEREAS, on April 6, 2023, the City of San Rafael received notification that the Downtown San Rafael Arts District has been recertified as a California Cultural District and has been awarded a three-year grant for \$671,429 for cultural district support and enhancement; and

WHEREAS, the City of San Rafael has the legal authority and is authorized to enter into a funding agreement with the State of California.

NOW, THEREFORE BE IT RESOLVED, that the City Council hereby authorizes as follows:

1. The City of San Rafael City Manager, or designee is hereby authorized and directed to take such other actions necessary or appropriate to obtain grant funding with the California Arts Commission.
2. The City of San Rafael City Manager, or designee is hereby authorized and directed to execute the funding agreement with the California Arts Commission and any amendments thereto.
3. The grant funds are hereby appropriated in an amount of \$671,429 for uses outlined in the grant application budget.
4. The City of San Rafael City Manager, or designee is hereby authorized and directed to submit any required documents, funding requests, and reports in connection with the grant funding.

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 the City of San Rafael, held on Monday, the 17th day of April 2023, by the following vote, to wit:

AYES: Councilmembers:
NOES: Councilmembers:
ABSENT: Councilmembers:

Lindsay Lara, City Clerk

Attachment 2 – DSRAD Budget

DSRAD Budget					
<i>(In US\$)</i>					
Total Funds	671,429.00				
	Amount				
Item	Year 1	Year 2	Year 3	Total for 3 Years	Assumptions
Master Plan	75,000.00	-	-	75,000.00	
Governance Cost	15,286.10	-	-	15,286.10	15k + any residual balance after other costs
Admin Costs	22,380.97	22,380.97	22,380.97	67,142.90	10% of total
Staffing / Implementation	90,000.00	95,000.00	100,000.00	285,000.00	285k total, with gradual ramp up
Program Implementation	75,000.00	77,000.00	77,000.00	229,000.00	Year 1 existing program enhancements with art theme
Subtotal				671,429.00	
<i>Note: Exact dollar amounts for each line item may shift depending on need.</i>					



SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Finance

**Prepared by: Shawn Plate, Principal Accountant
Claire Coleman, Sr. Mgmt. Analyst**

City Manager Approval:

TOPIC: CITY QUARTERLY INVESTMENT REPORT

SUBJECT: ACCEPTANCE OF CITY OF SAN RAFAEL QUARTERLY INVESTMENT REPORT FOR THE QUARTER ENDING MARCH 31, 2023

RECOMMENDATION: Accept investment report for the quarter ending March 31, 2023, 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 21, 2022](#), staff provides the City Council with 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 an investment advisor.

ANALYSIS:

Economic Outlook:

Economic trends have been decelerating along with tighter financial conditions and restrictive monetary policy. Recent data suggests positive but below trend growth this year. Although the pace of job growth is moderating, labor markets remain solid, and the U.S. consumer has demonstrated resiliency. Market participants and the Federal Reserve are maintaining very divergent views regarding the future trajectory of monetary policy. Given the cumulative effects of tighter monetary policy and stress in the banking sector, the Federal Reserve is likely near a pause in their rate hiking campaign. If moderate growth continues, the Fed will likely maintain the Federal Funds rate in restrictive territory until inflationary pressures subside.

At the March meeting, the Federal Open Market Committee voted unanimously to raise the target federal funds rate by 0.25% to a range of 4.75 – 5.00%. Fed Chair Powell reiterated the committee's focus on bringing down inflation to their 2% target; however, the committee softened language about "ongoing increases" in rates in the prior statement to "some additional policy firming may be appropriate". The

FOR CITY CLERK ONLY

Council Meeting:

Disposition:

statement also emphasized that the U.S. banking system is “sound and resilient” and acknowledged the tightening of financial conditions. The City’s investment advisor believes the FOMC is likely near a pause in their rate hiking cycle.

Portfolio Activity:

The City recently changed investment management providers and hired Chandler Asset Management, a registered investment advisor specializing in providing investment services to local governments in California. Since beginning in early 2023, Chandler has focused on increasing the City’s U.S. Treasury holdings to increase liquidity in the portfolio and introducing asset-backed securities to enhance diversification and return. Chandler has also focused on repositioning the portfolio duration closer to the City’s performance and risk measuring benchmark. All new purchases and existing holdings comply with California Government Code and the City’s investment policy. Staff will continue to work closely with the City’s new investment advisor, ensuring that funds continue to be invested prudently.

As of March 31, 2023, the primary LAIF account had a balance of \$ 36,644,876. Portfolio returns on LAIF deposits were 2.87% for the quarter ending March 31, 2023. The remaining investment assets include the \$1,075,200 balance of Pt. San Pedro Assessment District bonds, and \$44,363,095 in government agency securities and corporate bonds (including Apple Inc., American Honda Finance, Toyota, Caterpillar, John Deere, Citibank, PNC Financial Services, US Bancorp, and 3M Company). The overall total portfolio returns for the quarter ending March 31, 2023, were 2.46%.

The City’s Westamerica general operating bank account had a balance of \$20,026,510 at quarter end.

Exhibit A is composed of three parts: (1) Quarterly Investment Portfolio Report; (2) Historical Activity by Quarter summarizing the City’s investments; and (3) the three monthly investment reports from Chandler Asset Management for the quarter.

FISCAL IMPACT: No financial impact occurs by adopting the report. The City continues to meet the priority principles of investing - safety, liquidity, yield, and diversification. The portfolio remains conservatively invested and 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 March 31, 2023, as presented.

ATTACHMENTS:

Exhibit A:

1. Quarterly Investment Portfolio Report
2. Historical Activity by Quarter Report
3. Chandler Asset Management Statements, January through March 2023

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.

JIM SCHUTZ
CITY MANAGER

City of Rafael

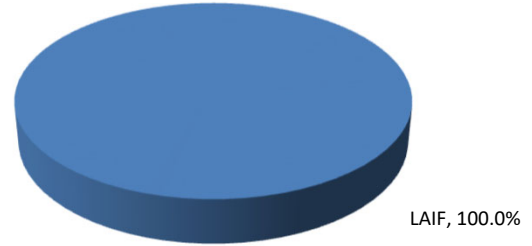
Quarterly Investment Portfolio Report

March 31, 2023

Internally Managed Assets	%	Return
---------------------------	---	--------

LAIF	\$ 36,644,876	100.0%	2.87%
Total Internally Managed	\$ 36,644,876	45.2%	

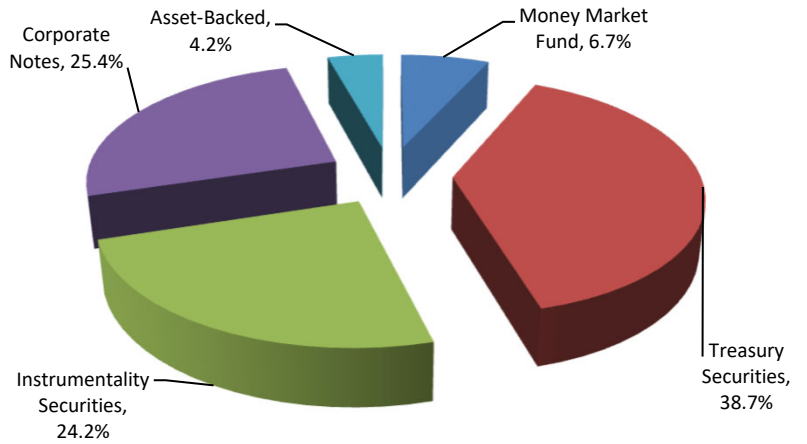
Weighted Average Yield	2.87%
	Days
Effective Average Duration - Internal	1
Weighted Average Maturity - Internal	1



Externally Managed Assets	%	Return
---------------------------	---	--------

Money Market Fund	\$ 2,967,302	6.7%	4.40%
Treasury Securities	\$ 17,159,389	38.7%	1.64%
Instrumentality Securities	\$ 10,748,119	24.2%	2.36%
Corporate Notes	\$ 11,251,043	25.4%	1.46%
Asset-Backed	\$ 1,862,018	4.2%	5.02%
Negotiable CD	\$ 375,224	0.8%	5.34%
Total Externally Managed	\$ 44,363,095	54.8%	

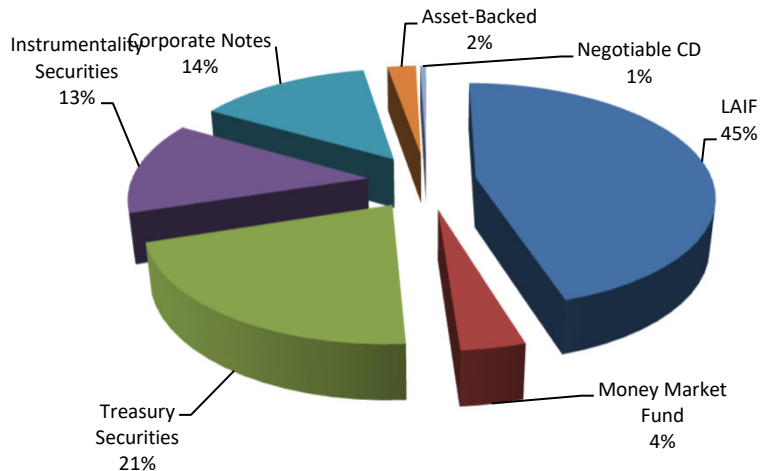
Weighted Average Yield	2.13%
	Years
Effective Average Duration - External	1.46
Weighted Average Maturity - External	1.30



Total Portfolio Assets	%	Return
------------------------	---	--------

LAIF	\$ 36,644,876	45.2%	2.87%
Money Market Fund	\$ 2,967,302	3.7%	4.40%
Treasury Securities	\$ 17,159,389	21.2%	1.64%
Instrumentality Securities	\$ 10,748,119	13.3%	2.36%
Corporate Notes	\$ 11,251,043	13.9%	1.46%
Asset-Backed	\$ 1,862,018	2.3%	5.02%
Negotiable CD	\$ 375,224	0.5%	5.34%
Total Portfolio Assets	\$ 81,007,971	100.0%	

Weighted Average Yield	2.46%
	Years
Effective Average Duration - Total	0.80
Weighted Average Maturity - Total	0.71



Based on Market Values

City of San Rafael

Historical Activity-By Quarter

	March 31, 2023			December 31, 2022			September 30, 2022			June 30, 2022			March 31, 2022			December 31, 2021		
	\$	%	Return	\$	%	Return	\$	%	Return	\$	%	Return	\$	%	Return	\$	%	Return
Internally Managed Assets																		
LAIF	\$ 36,644,876	100.0%	2.87%	\$ 27,557,309	99.4%	2.17%	\$ 33,407,538	99.5%	1.51%	\$ 49,325,065	99.7%	0.86%	\$ 37,295,675	99.6%	0.37%	\$ 37,272,941	99.6%	0.21%
LAIF - Housing	\$ -	0.0%	0.00%	\$ 156,195	0.6%	2.17%	\$ 155,665	0.5%	1.51%	\$ 155,374	0.3%	0.86%	\$ 155,252	0.4%	0.37%	\$ 155,163	0.4%	0.21%
Total Internally Managed	\$ 36,644,876	44.6%		\$ 27,713,504	38.2%		\$ 33,563,203	43.0%		\$ 49,480,439	52.5%		\$ 37,450,927	45.4%		\$ 37,428,104	45.0%	
Weighted Average Yield			2.87%			2.17%			1.51%			0.86%			0.37%			0.21%
Externally Managed Assets																		
Money Market Fund	\$ 2,967,302	6.5%	4.40%	\$ 2,947,890	6.6%	3.00%	\$ 94,380	0.2%	1.00%	\$ 155,858	0.3%	0.02%	\$ 34,607	0.1%	0.02%	\$ 160,462	0.4%	0.02%
Treasury Securities	\$ 17,159,389	37.8%	1.64%	\$ 18,206,234	40.6%	1.17%	\$ 19,352,963	43.5%	1.20%	\$ 19,307,642	43.0%	0.70%	\$ 19,322,375	42.9%	0.54%	\$ 17,936,293	39.2%	0.51%
Instrumentality Securities	\$ 10,748,119	23.7%	2.36%	\$ 9,984,055	22.3%	1.27%	\$ 10,891,851	24.5%	0.95%	\$ 11,004,000	24.5%	0.96%	\$ 11,081,069	24.6%	0.95%	\$ 12,774,395	27.9%	1.09%
Corporate Notes	\$ 11,251,043	24.8%	1.46%	\$ 12,590,810	28.1%	0.92%	\$ 13,054,253	29.4%	0.90%	\$ 13,224,805	29.5%	0.90%	\$ 13,449,548	29.9%	0.69%	\$ 13,782,838	30.1%	0.65%
Asset Backed	\$ 1,862,018	4.1%	5.02%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%
Negotiable CD	\$ 375,224	0.8%	5.34%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%
Municipal/Assessment District	\$ 1,075,200	2.4%	5.25%	\$ 1,075,200	2.4%	5.25%	\$ 1,075,200	2.4%	5.25%	\$ 1,159,300	2.6%	5.25%	\$ 1,159,300	2.6%	5.25%	\$ 1,159,300	2.5%	5.25%
Total Externally Managed	\$ 45,438,295	55.4%		\$ 44,804,189	61.8%		\$ 44,468,648	57.0%		\$ 44,851,605	47.5%		\$ 45,046,900	54.6%		\$ 45,813,288	55.0%	
Weighted Average Yield			2.16%			1.34%			1.15%			0.94%			0.81%			0.83%
Effective Average Duration - External			Years 1.56			Years 1.12			Years 1.56			Years 1.45			Years 1.56			Years 1.68
Weighted Average Maturity - External			1.72			1.35			1.72			1.60			1.72			1.87
Total Portfolio Assets																		
LAIF	\$ 36,644,876	44.6%	2.87%	\$ 27,713,504	38.2%	2.17%	\$ 33,563,203	43.0%	1.51%	\$ 49,480,439	52.5%	0.86%	\$ 37,450,927	45.4%	0.37%	\$ 37,428,104	45.0%	0.21%
Cash	\$ 2,967,302	3.6%	4.40%	\$ 2,947,890	4.1%	3.00%	\$ 94,380	0.1%	1.00%	\$ 155,858	0.2%	0.02%	\$ 34,607	0.0%	0.02%	\$ 160,462	0.2%	0.02%
Treasury Securities	\$ 17,159,389	20.9%	1.64%	\$ 18,206,234	25.1%	1.17%	\$ 19,352,963	24.8%	1.20%	\$ 19,307,642	20.5%	0.70%	\$ 19,322,375	23.4%	0.54%	\$ 17,936,293	21.5%	0.51%
Instrumentality Securities	\$ 10,748,119	13.1%	2.36%	\$ 9,984,055	13.8%	1.27%	\$ 10,891,851	14.0%	0.95%	\$ 11,004,000	11.7%	0.96%	\$ 11,081,069	13.4%	0.95%	\$ 12,774,395	15.3%	1.09%
Corporate Notes	\$ 11,251,043	13.7%	1.46%	\$ 12,590,810	17.4%	0.92%	\$ 13,054,253	16.7%	0.90%	\$ 13,224,805	14.0%	0.90%	\$ 13,449,548	16.3%	0.69%	\$ 13,782,838	16.6%	0.65%
Asset Backed	\$ 1,862,018	2.3%	5.02%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%
Negotiable CD	\$ 375,224	0.5%	5.34%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%	\$ -	0.0%	0.00%
Municipal/Assessment District	\$ 1,075,200	1.3%	5.25%	\$ 1,075,200	1.5%	5.25%	\$ 1,075,200	1.4%	5.25%	\$ 1,159,300	1.2%	5.25%	\$ 1,159,300	1.4%	5.25%	\$ 1,159,300	1.4%	5.25%
Total Portfolio Assets	\$ 82,083,171			\$ 72,517,693			\$ 78,031,850			\$ 94,332,045			\$ 82,497,826			\$ 83,241,391		
Weighted Average Yield			2.47%			1.66%			1.30%			0.90%			0.61%			0.55%
Effective Average Duration - Total			Years 0.80			Years 0.69			Years 0.79			Years 0.69			Years 0.85			Years 0.93
Weighted Average Maturity - Total			0.71			0.84			0.87			0.76			0.94			1.03

Performance Recap

- The weighted average quarterly portfolio yield increased from 1.66% to 2.47% during the past quarter. Yields are rising as the Federal Reserve increases interest rates to combat inflation.
- The effective average duration increased, from 0.69 to 0.80 years since last quarter, this is a result of the rebalancing of the externally managed portfolio after engaging a new asset manager.
- The total portfolio assets increased by approximately \$9.5 million during the quarter. This is reflective of transfers of December property tax receipts to LAIF for investment.



City of San Rafael - Account #11045

MONTHLY ACCOUNT STATEMENT

JANUARY 1, 2023 THROUGH JANUARY 31, 2023

Chandler Team:

For questions about your account, please call (800) 317-4747,
or contact operations@chandlerasset.com

Custodian

US Bank
Alexander Bazan
(503) 402-5305

CHANDLER ASSET MANAGEMENT
chandlerasset.com

Information contained herein is confidential. We urge you to compare this statement to the one you receive from your qualified custodian. Please see Important Disclosures.



PORTFOLIO CHARACTERISTICS

Average Modified Duration	1.02
Average Coupon	1.83%
Average Purchase YTM	-0.17%
Average Market YTM	4.55%
Average S&P/Moody Rating	AA/Aa1
Average Final Maturity	1.08 yrs
Average Life	1.06 yrs

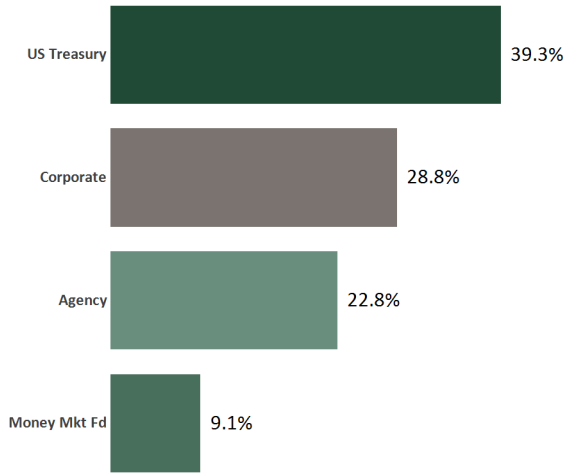
ACCOUNT SUMMARY

	Beg. Values as of 12/31/22	End Values as of 1/31/23
Market Value		43,962,169
Accrued Interest	0	207,512
Total Market Value		44,169,681
Income Earned		182,536
Cont/WD		-250
Par		45,230,711
Book Value		45,624,364
Cost Value		45,674,635

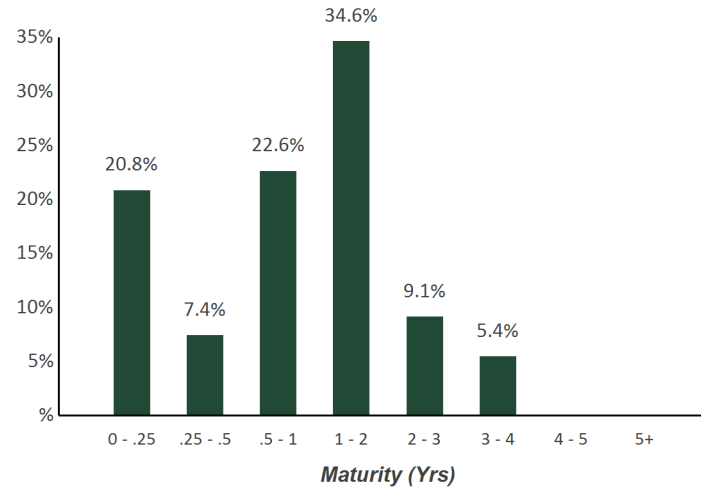
TOP ISSUERS

Government of United States	39.3%
First American Treasury MMF Cla	9.1%
Federal Home Loan Bank	7.9%
Federal National Mortgage Assoc	7.8%
Federal Farm Credit Bank	4.3%
Federal Home Loan Mortgage Corp	2.8%
Toyota Motor Corp	2.6%
JP Morgan Chase & Co	2.4%
Total	76.2%

SECTOR ALLOCATION



MATURITY DISTRIBUTION



CREDIT QUALITY (S&P)



PERFORMANCE REVIEW

TOTAL RATE OF RETURN	1M	3M	YTD	1YR	Annualized				
					2YRS	3YRS	5YRS	10YRS	1/1/1900
City of San Rafael	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ICE BofA 1-3 Yr US Treasury & Agency Index	0.69%	1.53%	0.69%	-2.35%	-1.79%	-0.36%	0.97%	0.74%	N/A

Holdings Report

As of January 31, 2023



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
AGENCY									
3130AJ7E3	FHLB Note 1.375% Due 2/17/2023	1,200,000.00	01/12/2023 -0.08%	1,201,698.09 1,200,754.71	99.84 4.94%	1,198,086.00 7,516.67	2.73% (2,668.71)	Aaa / AA+ NR	0.05 0.04
3137EAEQ8	FHLMC Note 0.375% Due 4/20/2023	1,250,000.00	01/12/2023 0.90%	1,248,223.75 1,248,586.25	99.04 4.79%	1,238,010.00 1,315.10	2.81% (10,576.25)	Aaa / AA+ AAA	0.22 0.22
3135G0U43	FNMA Note 2.875% Due 9/12/2023	1,000,000.00	01/12/2023 -4.08%	1,047,553.22 1,043,639.37	98.79 4.89%	987,909.00 11,100.69	2.26% (55,730.37)	Aaa / AA+ AAA	0.61 0.59
3135G0V34	FNMA Note 2.5% Due 2/5/2024	600,000.00	01/12/2023 -0.81%	621,262.80 620,169.60	97.72 4.83%	586,342.20 7,333.33	1.34% (33,827.40)	Aaa / AA+ AAA	1.01 0.97
3133EMWV0	FFCB Note 0.35% Due 4/22/2024	1,000,000.00	01/12/2023 0.35%	1,000,000.00 1,000,000.00	95.14 4.47%	951,448.00 962.50	2.16% (48,552.00)	Aaa / AA+ AAA	1.22 1.20
3130AMQQ8	FHLB Callable Note Qtrly 12/23/2021 0.35% Due 4/23/2024	1,000,000.00	01/12/2023 0.35%	1,000,000.00 1,000,000.00	94.80 4.75%	948,027.00 369.44	2.15% (51,973.00)	Aaa / AA+ NR	1.23 1.20
3136G46B4	FNMA Callable Note Qtrly 01/26/2024 0.35% Due 4/26/2024	1,200,000.00	01/12/2023 0.37%	1,199,700.00 1,199,712.77	94.77 4.75%	1,137,272.40 1,108.33	2.58% (62,440.37)	Aaa / AA+ AAA	1.24 1.20
3133EMYR7	FFCB Callable Note Cont 5/6/2022 0.375% Due 5/6/2024	1,000,000.00	01/12/2023 0.38%	1,000,000.00 1,000,000.00	94.67 4.77%	946,743.00 885.42	2.15% (53,257.00)	Aaa / AA+ AAA	1.26 1.23
3135G0V75	FNMA Note 1.75% Due 7/2/2024	750,000.00	01/12/2023 1.44%	753,426.75 753,299.12	96.27 4.49%	722,028.00 1,057.29	1.64% (31,271.12)	Aaa / AA+ AAA	1.42 1.38
3130ATH7	FHLB Note 4.375% Due 9/12/2025	1,300,000.00	01/12/2023 4.28%	1,303,159.00 1,303,094.13	100.80 4.05%	1,310,457.20 19,432.29	3.01% 7,363.07	Aaa / AA+ NR	2.62 2.41
Total Agency		10,300,000.00	0.43%	10,375,023.61 10,369,255.95	4.66%	10,026,322.80 51,081.06	22.82% (342,933.15)	Aaa / AA+ AAA	1.09 1.04
CORPORATE									
931142DH3	Wal-Mart Stores Callable Note Cont 1/11/2023 2.55% Due 4/11/2023	500,000.00	01/12/2023 -4.74%	509,155.00 507,097.70	99.62 4.51%	498,078.50 3,895.83	1.14% (9,019.20)	Aa2 / AA AA	0.19 0.19
037833AK6	Apple Inc Note 2.4% Due 5/3/2023	500,000.00	01/12/2023 -2.03%	506,880.00 505,640.36	99.44 4.60%	497,190.50 2,933.33	1.13% (8,449.86)	Aaa / AA+ NR	0.25 0.25
02665WDH1	American Honda Finance Note 1.95% Due 5/10/2023	1,000,000.00	01/12/2023 -7.41%	1,031,510.00 1,026,169.32	99.14 5.08%	991,444.00 4,387.50	2.25% (34,725.32)	A3 / A- A	0.27 0.27
742718EB1	Procter & Gamble Co Note 3.1% Due 8/15/2023	500,000.00	01/12/2023 -3.66%	520,430.00 518,529.53	99.51 4.02%	497,555.50 7,147.22	1.14% (20,974.03)	Aa3 / AA- NR	0.54 0.52

Holdings Report

As of January 31, 2023



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
CORPORATE									
89236THA6	Toyota Motor Credit Corp Note 1.35% Due 8/25/2023	700,000.00	01/12/2023 -2.06%	714,959.00 713,629.31	98.04 4.90%	686,273.70 4,095.00	1.56% (27,355.61)	A1 / A+ A+	0.56 0.55
14912L5X5	Caterpillar Finance Serv Corp Note 3.75% Due 11/24/2023	1,000,000.00	01/12/2023 -5.82%	1,086,390.00 1,080,922.28	99.11 4.87%	991,094.00 6,979.17	2.26% (89,828.28)	A2 / A A	0.81 0.79
89236THU2	Toyota Motor Credit Corp Note 0.45% Due 1/11/2024	480,000.00	01/12/2023 0.59%	479,342.40 479,378.53	95.99 4.84%	460,756.80 120.00	1.04% (18,621.73)	A1 / A+ A+	0.95 0.92
24422EVN6	John Deere Capital Corp Note 0.45% Due 1/17/2024	1,000,000.00	01/12/2023 0.33%	1,001,230.00 1,001,163.51	95.92 4.85%	959,150.00 175.00	2.17% (42,013.51)	A2 / A A	0.96 0.94
17325FAS7	Citibank Callable Note Cont 12/23/2023 3.65% Due 1/23/2024	500,000.00	01/12/2023 -4.14%	541,470.00 539,264.15	98.94 4.77%	494,712.00 405.56	1.12% (44,552.15)	Aa3 / A+ A+	0.98 0.95
693475AV7	PNC Financial Services Callable Note Cont 12/23/2023 3.5% Due 1/23/2024	900,000.00	01/12/2023 -2.62%	957,939.00 954,857.14	98.59 4.99%	887,311.80 700.00	2.01% (67,545.34)	A3 / A- A	0.98 0.95
91159HHV5	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 2/5/2024	1,000,000.00	01/12/2023 -3.84%	1,079,130.00 1,075,061.62	98.52 4.89%	985,230.00 16,500.00	2.27% (89,831.62)	A2 / A+ A+	1.01 0.96
459200HU8	IBM Corp Note 3.625% Due 2/12/2024	1,000,000.00	01/12/2023 -4.13%	1,086,900.00 1,082,511.11	98.66 4.97%	986,624.00 17,017.36	2.27% (95,887.11)	A3 / A- NR	1.03 0.98
88579YBB6	3M Co. Callable Note Cont 1/14/2024 3.25% Due 2/14/2024	500,000.00	01/12/2023 -4.19%	541,935.00 539,827.71	98.33 4.92%	491,639.50 7,538.19	1.13% (48,188.21)	A1 / A+ NR	1.04 0.99
713448CM8	Pepsico Inc. Callable Note Cont 12/01/2023 3.6% Due 3/1/2024	500,000.00	01/12/2023 -2.84%	537,465.00 535,655.10	99.11 4.45%	495,545.00 7,500.00	1.14% (40,110.10)	A1 / A+ NR	1.08 1.03
06051GHF9	Bank of America Corp Callable Note 1X 3/5/2023 3.55% Due 3/5/2024	500,000.00	01/12/2023 -0.65%	535,525.00 533,825.24	99.84 5.03%	499,224.00 7,198.61	1.15% (34,601.24)	A2 / A- AA-	1.09 0.09
46647PAP1	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	500,000.00	01/12/2023 -0.71%	534,240.00 532,773.62	99.63 4.93%	498,152.00 4,844.19	1.14% (34,621.62)	A1 / A- AA-	1.23 1.11
717081DM2	Pfizer Inc. Note 3.4% Due 5/15/2024	500,000.00	01/12/2023 -2.03%	537,160.00 535,640.16	98.56 4.56%	492,787.50 3,588.89	1.12% (42,852.66)	A1 / A+ A	1.29 1.24
166764BW9	Chevron Corp Callable Note Cont 4/11/2025 1.554% Due 5/11/2025	700,000.00	01/12/2023 3.66%	667,380.00 668,147.53	94.12 4.29%	658,872.90 2,417.33	1.50% (9,274.63)	Aa2 / AA- NR	2.28 2.19

Holdings Report

As of January 31, 2023



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
CORPORATE									
46647PBH8	JP Morgan Chase & Co Callable Note Mthly 3/13/2025 2.005% Due 3/13/2026	600,000.00	01/12/2023 4.49%	577,518.00 577,906.96	94.07 4.98%	564,430.80 4,611.50	1.29% (13,476.16)	A1 / A- AA-	3.12 2.02
Total Corporate		12,880,000.00	-2.53%	13,446,558.40 13,408,000.88	4.80%	12,636,072.50 102,054.68	28.84% (771,928.38)	A1 / A A+	1.01 0.89
MONEY MARKET FUND									
31846V807	First American Treasury MMF Class Y	4,000,710.52	Various 3.93%	4,000,710.52 4,000,710.52	1.00 3.93%	4,000,710.52 0.00	9.06% 0.00	Aaa / AA+ AAA	0.00 0.00
Total Money Market Fund		4,000,710.52	3.93%	4,000,710.52 4,000,710.52	3.93%	4,000,710.52 0.00	9.06% 0.00	Aaa / AA+ AAA	0.00 0.00
US TREASURY									
912828Z86	US Treasury Note 1.375% Due 2/15/2023	1,250,000.00	01/12/2023 -10.50%	1,263,920.20 1,255,731.85	99.88 4.34%	1,248,478.75 7,939.88	2.84% (7,253.10)	Aaa / AA+ AAA	0.04 0.04
912828ZD5	US Treasury Note 0.5% Due 3/15/2023	1,000,000.00	01/12/2023 0.31%	1,000,315.85 1,000,213.96	99.53 4.51%	995,254.00 1,919.89	2.26% (4,959.96)	Aaa / AA+ AAA	0.12 0.12
91282CCK5	US Treasury Note 0.125% Due 6/30/2023	800,000.00	01/12/2023 2.06%	792,846.43 793,693.01	98.13 4.74%	785,000.00 88.40	1.78% (8,693.01)	Aaa / AA+ AAA	0.41 0.41
91282CCN9	US Treasury Note 0.125% Due 7/31/2023	1,000,000.00	01/12/2023 1.99%	989,808.04 990,827.24	97.73 4.76%	977,344.00 3.45	2.21% (13,483.24)	Aaa / AA+ AAA	0.50 0.49
9128282D1	US Treasury Note 1.375% Due 8/31/2023	1,250,000.00	01/12/2023 -0.65%	1,265,970.98 1,264,588.21	98.09 4.76%	1,226,172.50 7,311.81	2.79% (38,415.71)	Aaa / AA+ AAA	0.58 0.56
91282CAW1	US Treasury Note 0.25% Due 11/15/2023	1,000,000.00	01/12/2023 0.24%	1,000,120.54 1,000,112.69	96.49 4.85%	964,883.00 538.67	2.19% (35,229.69)	Aaa / AA+ AAA	0.79 0.77
912828U57	US Treasury Note 2.125% Due 11/30/2023	650,000.00	01/12/2023 0.11%	661,529.52 660,813.40	97.84 4.81%	635,958.70 2,390.63	1.45% (24,854.70)	Aaa / AA+ AAA	0.83 0.81
91282CBA8	US Treasury Note 0.125% Due 12/15/2023	1,200,000.00	01/12/2023 0.62%	1,194,566.52 1,194,888.98	96.07 4.78%	1,152,890.40 197.80	2.61% (41,998.58)	Aaa / AA+ AAA	0.87 0.85

Holdings Report

As of January 31, 2023



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
US TREASURY									
91282CBV2	US Treasury Note 0.375% Due 4/15/2024	1,000,000.00	01/12/2023 0.28%	1,001,175.22 1,001,124.01	95.04 4.66%	950,430.00 1,122.94	2.15% (50,694.01)	Aaa / AA+ AAA	1.21 1.17
91282CCC3	US Treasury Note 0.25% Due 5/15/2024	1,000,000.00	01/12/2023 0.48%	996,878.35 997,006.02	94.57 4.64%	945,742.00 538.67	2.14% (51,264.02)	Aaa / AA+ AAA	1.29 1.26
912828D56	US Treasury Note 2.375% Due 8/15/2024	1,000,000.00	01/12/2023 -0.01%	1,038,011.16 1,036,702.69	96.90 4.48%	968,984.00 10,971.47	2.22% (67,718.69)	Aaa / AA+ AAA	1.54 1.47
9128282Y5	US Treasury Note 2.125% Due 9/30/2024	1,000,000.00	01/12/2023 -0.87%	1,051,800.23 1,050,147.91	96.42 4.38%	964,219.00 7,239.01	2.20% (85,928.91)	Aaa / AA+ AAA	1.67 1.60
912828YM6	US Treasury Note 1.5% Due 10/31/2024	1,000,000.00	01/12/2023 0.66%	1,014,925.23 1,014,471.58	95.26 4.35%	952,578.00 3,853.59	2.17% (61,893.58)	Aaa / AA+ AAA	1.75 1.69
912828YV6	US Treasury Note 1.5% Due 11/30/2024	700,000.00	01/12/2023 -0.23%	722,889.06 722,223.68	95.14 4.29%	665,984.20 1,817.31	1.51% (56,239.48)	Aaa / AA+ AAA	1.83 1.77
91282CAJ0	US Treasury Note 0.25% Due 8/31/2025	1,200,000.00	01/12/2023 3.74%	1,095,937.50 1,098,100.96	90.96 3.97%	1,091,530.80 1,276.24	2.47% (6,570.16)	Aaa / AA+ AAA	2.58 2.52
91282CAM3	US Treasury Note 0.25% Due 9/30/2025	500,000.00	01/12/2023 3.65%	456,445.31 457,323.43	90.86 3.90%	454,297.00 425.82	1.03% (3,026.43)	Aaa / AA+ AAA	2.67 2.60
9128285N6	US Treasury Note 2.875% Due 11/30/2025	500,000.00	01/12/2023 3.15%	496,212.61 496,284.55	97.23 3.92%	486,172.00 2,487.98	1.11% (10,112.55)	Aaa / AA+ AAA	2.83 2.67
91282CBQ3	US Treasury Note 0.5% Due 2/28/2026	500,000.00	01/12/2023 3.50%	455,839.84 456,612.55	90.36 3.85%	451,777.50 1,063.54	1.03% (4,835.05)	Aaa / AA+ AAA	3.08 2.99
91282CBW0	US Treasury Note 0.75% Due 4/30/2026	500,000.00	01/12/2023 4.47%	443,595.43 444,532.38	90.70 3.82%	453,496.00 963.40	1.03% 8,963.62	Aaa / AA+ AAA	3.25 3.14
9128286X3	US Treasury Note 2.125% Due 5/31/2026	500,000.00	01/12/2023 4.31%	465,958.71 466,509.99	94.82 3.79%	474,121.00 1,838.94	1.08% 7,611.01	Aaa / AA+ AAA	3.33 3.16
91282CCJ8	US Treasury Note 0.875% Due 6/30/2026	500,000.00	01/12/2023 4.42%	443,595.43 444,487.20	90.75 3.79%	453,750.00 386.74	1.03% 9,262.80	Aaa / AA+ AAA	3.41 3.30
Total US Treasury		18,050,000.00	0.35%	17,852,342.16 17,846,396.29	4.44%	17,299,062.85 54,376.18	39.29% (547,333.44)	Aaa / AA+ AAA	1.37 1.33
TOTAL PORTFOLIO		45,230,710.52	-0.17%	45,674,634.69 45,624,363.64	4.55%	43,962,168.67 207,511.92	100.00% (1,662,194.97)	Aa1 / AA AAA	1.08 1.02
TOTAL MARKET VALUE PLUS ACCRUED						44,169,680.59			

Transaction Ledger

As of January 31, 2023



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
ACQUISITIONS										
Purchase	01/15/2023	31846V807	7,500.00	First American Treasury MMF Class Y	1.000	3.88%	7,500.00	0.00	7,500.00	0.00
Purchase	01/15/2023	31846V807	1,000,000.00	First American Treasury MMF Class Y	1.000	3.88%	1,000,000.00	0.00	1,000,000.00	0.00
Purchase	01/17/2023	31846V807	2,250.00	First American Treasury MMF Class Y	1.000	3.88%	2,250.00	0.00	2,250.00	0.00
Purchase	01/23/2023	31846V807	24,875.00	First American Treasury MMF Class Y	1.000	3.88%	24,875.00	0.00	24,875.00	0.00
Purchase	01/31/2023	31846V807	625.00	First American Treasury MMF Class Y	1.000	3.93%	625.00	0.00	625.00	0.00
Subtotal			1,035,250.00				1,035,250.00	0.00	1,035,250.00	0.00
Security Contribution	01/12/2023	02665WDH1	1,000,000.00	American Honda Finance Note 1.95% Due 5/10/2023	103.151		1,031,510.00	0.00	1,031,510.00	0.00
Security Contribution	01/12/2023	037833AK6	500,000.00	Apple Inc Note 2.4% Due 5/3/2023	101.376		506,880.00	0.00	506,880.00	0.00
Security Contribution	01/12/2023	06051GHF9	500,000.00	Bank of America Corp Callable Note 1X 3/5/2023 3.55% Due 3/5/2024	107.105		535,525.00	0.00	535,525.00	0.00
Security Contribution	01/12/2023	14912L5X5	1,000,000.00	Caterpillar Finance Serv Corp Note 3.75% Due 11/24/2023	108.639		1,086,390.00	0.00	1,086,390.00	0.00
Security Contribution	01/12/2023	166764BW9	700,000.00	Chevron Corp Callable Note Cont 4/11/2025 1.554% Due 5/11/2025	95.340		667,380.00	0.00	667,380.00	0.00
Security Contribution	01/12/2023	17325FAS7	500,000.00	Citibank Callable Note Cont 12/23/2023 3.65% Due 1/23/2024	108.294		541,470.00	0.00	541,470.00	0.00
Security Contribution	01/12/2023	24422EVN6	1,000,000.00	John Deere Capital Corp Note 0.45% Due 1/17/2024	100.123		1,001,230.00	0.00	1,001,230.00	0.00
Security Contribution	01/12/2023	3130AJ7E3	1,200,000.00	FHLB Note 1.375% Due 2/17/2023	100.142		1,201,698.09	0.00	1,201,698.09	0.00
Security Contribution	01/12/2023	3130AMQQ8	1,000,000.00	FHLB Callable Note Qtrly 12/23/2021 0.35% Due 4/23/2024	100.000		1,000,000.00	0.00	1,000,000.00	0.00
Security Contribution	01/12/2023	3130ATHT7	1,300,000.00	FHLB Note 4.375% Due 9/12/2025	100.243		1,303,159.00	0.00	1,303,159.00	0.00
Security Contribution	01/12/2023	3133EMWV0	1,000,000.00	FFCB Note 0.35% Due 4/22/2024	100.000		1,000,000.00	0.00	1,000,000.00	0.00

Transaction Ledger

As of January 31, 2023



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
ACQUISITIONS										
Security Contribution	01/12/2023	3133EMYR7	1,000,000.00	FFCB Callable Note Cont 5/6/2022 0.375% Due 5/6/2024	100.000		1,000,000.00	0.00	1,000,000.00	0.00
Security Contribution	01/12/2023	3135G0U43	1,000,000.00	FNMA Note 2.875% Due 9/12/2023	104.755		1,047,553.22	0.00	1,047,553.22	0.00
Security Contribution	01/12/2023	3135G0V34	600,000.00	FNMA Note 2.5% Due 2/5/2024	103.544		621,262.80	0.00	621,262.80	0.00
Security Contribution	01/12/2023	3135G0V75	750,000.00	FNMA Note 1.75% Due 7/2/2024	100.457		753,426.75	0.00	753,426.75	0.00
Security Contribution	01/12/2023	3136G46B4	1,200,000.00	FNMA Callable Note Qtrly 01/26/2024 0.35% Due 4/26/2024	99.975		1,199,700.00	0.00	1,199,700.00	0.00
Security Contribution	01/12/2023	3137EAEQ8	1,250,000.00	FHLMC Note 0.375% Due 4/20/2023	99.858		1,248,223.75	0.00	1,248,223.75	0.00
Security Contribution	01/12/2023	31846V807	2,965,710.52	First American Treasury MMF Class Y	1.000		2,965,710.52	0.00	2,965,710.52	0.00
Security Contribution	01/12/2023	459200HU8	1,000,000.00	IBM Corp Note 3.625% Due 2/12/2024	108.690		1,086,900.00	0.00	1,086,900.00	0.00
Security Contribution	01/12/2023	46647PAP1	500,000.00	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	106.848		534,240.00	0.00	534,240.00	0.00
Security Contribution	01/12/2023	46647PBH8	600,000.00	JP Morgan Chase & Co Callable Note Mthly 3/13/2025 2.005% Due 3/13/2026	96.253		577,518.00	0.00	577,518.00	0.00
Security Contribution	01/12/2023	693475AV7	900,000.00	PNC Financial Services Callable Note Cont 12/23/2023 3.5% Due 1/23/2024	106.438		956,367.00	0.00	956,367.00	0.00
Security Contribution	01/12/2023	713448CM8	500,000.00	Pepsico Inc. Callable Note Cont 12/01/2023 3.6% Due 3/1/2024	107.493		537,465.00	0.00	537,465.00	0.00
Security Contribution	01/12/2023	717081DM2	500,000.00	Pfizer Inc. Note 3.4% Due 5/15/2024	107.432		537,160.00	0.00	537,160.00	0.00
Security Contribution	01/12/2023	742718EB1	500,000.00	Procter & Gamble Co Note 3.1% Due 8/15/2023	104.086		520,430.00	0.00	520,430.00	0.00

Transaction Ledger

As of January 31, 2023



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
ACQUISITIONS										
Security Contribution	01/12/2023	88579YBB6	500,000.00	3M Co. Callable Note Cont 1/14/2024 3.25% Due 2/14/2024	108.387		541,935.00	0.00	541,935.00	0.00
Security Contribution	01/12/2023	89236THA6	700,000.00	Toyota Motor Credit Corp Note 1.35% Due 8/25/2023	102.137		714,959.00	0.00	714,959.00	0.00
Security Contribution	01/12/2023	89236THU2	480,000.00	Toyota Motor Credit Corp Note 0.45% Due 1/11/2024	99.863		479,342.40	0.00	479,342.40	0.00
Security Contribution	01/12/2023	91159HHV5	1,000,000.00	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 2/5/2024	107.913		1,079,130.00	0.00	1,079,130.00	0.00
Security Contribution	01/12/2023	9128282D1	1,250,000.00	US Treasury Note 1.375% Due 8/31/2023	101.278		1,265,970.98	0.00	1,265,970.98	0.00
Security Contribution	01/12/2023	9128282Y5	1,000,000.00	US Treasury Note 2.125% Due 9/30/2024	105.180		1,051,800.23	0.00	1,051,800.23	0.00
Security Contribution	01/12/2023	9128285N6	500,000.00	US Treasury Note 2.875% Due 11/30/2025	99.243		496,212.61	0.00	496,212.61	0.00
Security Contribution	01/12/2023	9128286X3	500,000.00	US Treasury Note 2.125% Due 5/31/2026	93.192		465,958.71	0.00	465,958.71	0.00
Security Contribution	01/12/2023	912828D56	1,000,000.00	US Treasury Note 2.375% Due 8/15/2024	103.801		1,038,011.16	0.00	1,038,011.16	0.00
Security Contribution	01/12/2023	912828U57	650,000.00	US Treasury Note 2.125% Due 11/30/2023	101.774		661,529.52	0.00	661,529.52	0.00
Security Contribution	01/12/2023	912828YM6	1,000,000.00	US Treasury Note 1.5% Due 10/31/2024	101.493		1,014,925.23	0.00	1,014,925.23	0.00
Security Contribution	01/12/2023	912828YV6	700,000.00	US Treasury Note 1.5% Due 11/30/2024	103.270		722,889.06	0.00	722,889.06	0.00
Security Contribution	01/12/2023	912828Z29	1,000,000.00	US Treasury Note 1.5% Due 1/15/2023	101.153		1,011,526.79	0.00	1,011,526.79	0.00
Security Contribution	01/12/2023	912828Z86	1,250,000.00	US Treasury Note 1.375% Due 2/15/2023	101.114		1,263,920.20	0.00	1,263,920.20	0.00
Security Contribution	01/12/2023	912828ZD5	1,000,000.00	US Treasury Note 0.5% Due 3/15/2023	100.032		1,000,315.85	0.00	1,000,315.85	0.00
Security Contribution	01/12/2023	91282CAJ0	1,200,000.00	US Treasury Note 0.25% Due 8/31/2025	91.328		1,095,937.50	0.00	1,095,937.50	0.00

Transaction Ledger

As of January 31, 2023



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
ACQUISITIONS										
Security Contribution	01/12/2023	91282CAM3	500,000.00	US Treasury Note 0.25% Due 9/30/2025	91.289		456,445.31	0.00	456,445.31	0.00
Security Contribution	01/12/2023	91282CAW1	1,000,000.00	US Treasury Note 0.25% Due 11/15/2023	100.012		1,000,120.54	0.00	1,000,120.54	0.00
Security Contribution	01/12/2023	91282CBA8	1,200,000.00	US Treasury Note 0.125% Due 12/15/2023	99.547		1,194,566.52	0.00	1,194,566.52	0.00
Security Contribution	01/12/2023	91282CBQ3	500,000.00	US Treasury Note 0.5% Due 2/28/2026	91.168		455,839.84	0.00	455,839.84	0.00
Security Contribution	01/12/2023	91282CBV2	1,000,000.00	US Treasury Note 0.375% Due 4/15/2024	100.118		1,001,175.22	0.00	1,001,175.22	0.00
Security Contribution	01/12/2023	91282CBW0	500,000.00	US Treasury Note 0.75% Due 4/30/2026	88.719		443,595.43	0.00	443,595.43	0.00
Security Contribution	01/12/2023	91282CCC3	1,000,000.00	US Treasury Note 0.25% Due 5/15/2024	99.688		996,878.35	0.00	996,878.35	0.00
Security Contribution	01/12/2023	91282CCJ8	500,000.00	US Treasury Note 0.875% Due 6/30/2026	88.719		443,595.43	0.00	443,595.43	0.00
Security Contribution	01/12/2023	91282CCK5	800,000.00	US Treasury Note 0.125% Due 6/30/2023	99.106		792,846.43	0.00	792,846.43	0.00
Security Contribution	01/12/2023	91282CCN9	1,000,000.00	US Treasury Note 0.125% Due 7/31/2023	98.981		989,808.04	0.00	989,808.04	0.00
Security Contribution	01/12/2023	931142DH3	500,000.00	Wal-Mart Stores Callable Note Cont 1/11/2023 2.55% Due 4/11/2023	101.831		509,155.00	0.00	509,155.00	0.00
Subtotal			45,195,710.52				45,649,589.48	0.00	45,649,589.48	0.00
TOTAL ACQUISITIONS			46,230,960.52				46,684,839.48	0.00	46,684,839.48	0.00

Transaction Ledger

As of January 31, 2023



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
DISPOSITIONS										
Maturity	01/15/2023	912828Z29	1,000,000.00	US Treasury Note 1.5% Due 1/15/2023	100.000		1,000,000.00	0.00	1,000,000.00	0.00
Subtotal			1,000,000.00				1,000,000.00	0.00	1,000,000.00	0.00
Security Withdrawal	01/25/2023	31846V807	250.00	First American Treasury MMF Class Y	1.000		250.00	0.00	250.00	0.00
Subtotal			250.00				250.00	0.00	250.00	0.00
TOTAL DISPOSITIONS			1,000,250.00				1,000,250.00	0.00	1,000,250.00	0.00
OTHER TRANSACTIONS										
Interest	01/15/2023	912828Z29	1,000,000.00	US Treasury Note 1.5% Due 1/15/2023	0.000		7,500.00	0.00	7,500.00	0.00
Interest	01/17/2023	24422EVN6	1,000,000.00	John Deere Capital Corp Note 0.45% Due 1/17/2024	0.000		2,250.00	0.00	2,250.00	0.00
Interest	01/23/2023	17325FAS7	500,000.00	Citibank Callable Note Cont 12/23/2023 3.65% Due 1/23/2024	0.000		9,125.00	0.00	9,125.00	0.00
Interest	01/23/2023	693475AV7	900,000.00	PNC Financial Services Callable Note Cont 12/23/2023 3.5% Due 1/23/2024	0.000		15,750.00	0.00	15,750.00	0.00
Interest	01/31/2023	91282CCN9	1,000,000.00	US Treasury Note 0.125% Due 7/31/2023	0.000		625.00	0.00	625.00	0.00
Subtotal			4,400,000.00				35,250.00	0.00	35,250.00	0.00
TOTAL OTHER TRANSACTIONS			4,400,000.00				35,250.00	0.00	35,250.00	0.00

Income Earned

As of January 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
FIXED INCOME						
02665WDH1	American Honda Finance Note 1.95% Due 05/10/2023	01/12/2023 01/12/2023 1,000,000.00	0.00 1,031,510.00 0.00 1,026,169.32	0.00 0.00 4,387.50 4,387.50	0.00 5,340.68 (5,340.68) (953.18)	(953.18)
037833AK6	Apple Inc Note 2.4% Due 05/03/2023	01/12/2023 01/12/2023 500,000.00	0.00 506,880.00 0.00 505,640.36	0.00 0.00 2,933.33 2,933.33	0.00 1,239.64 (1,239.64) 1,693.69	1,693.69
06051GHF9	Bank of America Corp Callable Note 1X 3/5/2023 3.55% Due 03/05/2024	01/12/2023 01/12/2023 500,000.00	0.00 535,525.00 0.00 533,825.24	0.00 0.00 7,198.61 7,198.61	0.00 1,699.76 (1,699.76) 5,498.85	5,498.85
14912L5X5	Caterpillar Finance Serv Corp Note 3.75% Due 11/24/2023	01/12/2023 01/12/2023 1,000,000.00	0.00 1,086,390.00 0.00 1,080,922.28	0.00 0.00 6,979.17 6,979.17	0.00 5,467.72 (5,467.72) 1,511.45	1,511.45
166764BW9	Chevron Corp Callable Note Cont 4/11/2025 1.554% Due 05/11/2025	01/12/2023 01/12/2023 700,000.00	0.00 667,380.00 0.00 668,147.53	0.00 0.00 2,417.33 2,417.33	767.53 0.00 767.53 3,184.86	3,184.86
17325FAS7	Citibank Callable Note Cont 12/23/2023 3.65% Due 01/23/2024	01/12/2023 01/12/2023 500,000.00	0.00 541,470.00 0.00 539,264.15	0.00 9,125.00 405.56 9,530.56	0.00 2,205.85 (2,205.85) 7,324.71	7,324.71
24422EVN6	John Deere Capital Corp Note 0.45% Due 01/17/2024	01/12/2023 01/12/2023 1,000,000.00	0.00 1,001,230.00 0.00 1,001,163.51	0.00 2,250.00 175.00 2,425.00	0.00 66.49 (66.49) 2,358.51	2,358.51
3130AJ7E3	FHLB Note 1.375% Due 02/17/2023	01/12/2023 01/12/2023 1,200,000.00	0.00 1,201,698.09 0.00 1,200,754.71	0.00 0.00 7,516.67 7,516.67	0.00 943.38 (943.38) 6,573.29	6,573.29
3130AMQQ8	FHLB Callable Note Qtrly 12/23/2021 0.35% Due 04/23/2024	01/12/2023 01/12/2023 1,000,000.00	0.00 1,000,000.00 0.00 1,000,000.00	0.00 0.00 369.44 369.44	0.00 0.00 0.00 369.44	369.44

Income Earned

As of January 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
3130AHT7	FHLB Note 4.375% Due 09/12/2025	01/12/2023 01/12/2023 1,300,000.00	0.00 1,303,159.00 0.00 1,303,094.13	0.00 0.00 19,432.29 19,432.29	0.00 64.87 (64.87) 19,367.42	19,367.42
3133EMWV0	FFCB Note 0.35% Due 04/22/2024	01/12/2023 01/12/2023 1,000,000.00	0.00 1,000,000.00 0.00 1,000,000.00	0.00 0.00 962.50 962.50	0.00 0.00 0.00 962.50	962.50
3133EMYR7	FFCB Callable Note Cont 5/6/2022 0.375% Due 05/06/2024	01/12/2023 01/12/2023 1,000,000.00	0.00 1,000,000.00 0.00 1,000,000.00	0.00 0.00 885.42 885.42	0.00 0.00 0.00 885.42	885.42
3135G0U43	FNMA Note 2.875% Due 09/12/2023	01/12/2023 01/12/2023 1,000,000.00	0.00 1,047,553.22 0.00 1,043,639.37	0.00 0.00 11,100.69 11,100.69	0.00 3,913.85 (3,913.85) 7,186.84	7,186.84
3135G0V34	FNMA Note 2.5% Due 02/05/2024	01/12/2023 01/12/2023 600,000.00	0.00 621,262.80 0.00 620,169.60	0.00 0.00 7,333.33 7,333.33	0.00 1,093.20 (1,093.20) 6,240.13	6,240.13
3135G0V75	FNMA Note 1.75% Due 07/02/2024	01/12/2023 01/12/2023 750,000.00	0.00 753,426.75 0.00 753,299.12	0.00 0.00 1,057.29 1,057.29	0.00 127.63 (127.63) 929.66	929.66
3136G46B4	FNMA Callable Note Qtrly 01/26/2024 0.35% Due 04/26/2024	01/12/2023 01/12/2023 1,200,000.00	0.00 1,199,700.00 0.00 1,199,712.77	0.00 0.00 1,108.33 1,108.33	12.77 0.00 12.77 1,121.10	1,121.10
3137EAEQ8	FHLMC Note 0.375% Due 04/20/2023	01/12/2023 01/12/2023 1,250,000.00	0.00 1,248,223.75 0.00 1,248,586.25	0.00 0.00 1,315.10 1,315.10	362.50 0.00 362.50 1,677.60	1,677.60
459200HU8	IBM Corp Note 3.625% Due 02/12/2024	01/12/2023 01/12/2023 1,000,000.00	0.00 1,086,900.00 0.00 1,082,511.11	0.00 0.00 17,017.36 17,017.36	0.00 4,388.89 (4,388.89) 12,628.47	12,628.47

Income Earned

As of January 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
46647PAP1	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 04/23/2024	01/12/2023 01/12/2023 500,000.00	0.00 534,240.00 0.00 532,773.62	0.00 0.00 4,844.19 4,844.19	0.00 1,466.38 (1,466.38) 3,377.81	3,377.81
46647PBH8	JP Morgan Chase & Co Callable Note Mthly 3/13/2025 2.005% Due 03/13/2026	01/12/2023 01/12/2023 600,000.00	0.00 577,518.00 0.00 577,906.96	0.00 0.00 4,611.50 4,611.50	388.96 0.00 388.96 5,000.46	5,000.46
693475AV7	PNC Financial Services Callable Note Cont 12/23/2023 3.5% Due 01/23/2024	01/12/2023 01/12/2023 900,000.00	0.00 956,367.00 0.00 954,857.14	0.00 15,750.00 700.00 16,450.00	0.00 1,509.86 (1,509.86) 14,940.14	14,940.14
713448CM8	Pepsico Inc. Callable Note Cont 12/01/2023 3.6% Due 03/01/2024	01/12/2023 01/12/2023 500,000.00	0.00 537,465.00 0.00 535,655.10	0.00 0.00 7,500.00 7,500.00	0.00 1,809.90 (1,809.90) 5,690.10	5,690.10
717081DM2	Pfizer Inc. Note 3.4% Due 05/15/2024	01/12/2023 01/12/2023 500,000.00	0.00 537,160.00 0.00 535,640.16	0.00 0.00 3,588.89 3,588.89	0.00 1,519.84 (1,519.84) 2,069.05	2,069.05
742718EB1	Procter & Gamble Co Note 3.1% Due 08/15/2023	01/12/2023 01/12/2023 500,000.00	0.00 520,430.00 0.00 518,529.53	0.00 0.00 7,147.22 7,147.22	0.00 1,900.47 (1,900.47) 5,246.75	5,246.75
88579YBB6	3M Co. Callable Note Cont 1/14/2024 3.25% Due 02/14/2024	01/12/2023 01/12/2023 500,000.00	0.00 541,935.00 0.00 539,827.71	0.00 0.00 7,538.19 7,538.19	0.00 2,107.29 (2,107.29) 5,430.90	5,430.90
89236THA6	Toyota Motor Credit Corp Note 1.35% Due 08/25/2023	01/12/2023 01/12/2023 700,000.00	0.00 714,959.00 0.00 713,629.31	0.00 0.00 4,095.00 4,095.00	0.00 1,329.69 (1,329.69) 2,765.31	2,765.31
89236THU2	Toyota Motor Credit Corp Note 0.45% Due 01/11/2024	01/12/2023 01/12/2023 480,000.00	0.00 479,342.40 0.00 479,378.53	0.00 0.00 120.00 120.00	36.13 0.00 36.13 156.13	156.13

Income Earned

As of January 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
91159HHV5	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 02/05/2024	01/12/2023 01/12/2023 1,000,000.00	0.00 1,079,130.00 0.00 1,075,061.62	0.00 0.00 16,500.00 16,500.00	0.00 4,068.38 (4,068.38) 12,431.62	12,431.62
9128282D1	US Treasury Note 1.375% Due 08/31/2023	01/12/2023 01/12/2023 1,250,000.00	0.00 1,265,970.98 0.00 1,264,588.21	0.00 0.00 7,311.81 7,311.81	0.00 1,382.77 (1,382.77) 5,929.04	5,929.04
9128282Y5	US Treasury Note 2.125% Due 09/30/2024	01/12/2023 01/12/2023 1,000,000.00	0.00 1,051,800.23 0.00 1,050,147.91	0.00 0.00 7,239.01 7,239.01	0.00 1,652.32 (1,652.32) 5,586.69	5,586.69
9128285N6	US Treasury Note 2.875% Due 11/30/2025	01/12/2023 01/12/2023 500,000.00	0.00 496,212.61 0.00 496,284.55	0.00 0.00 2,487.98 2,487.98	71.94 0.00 71.94 2,559.92	2,559.92
9128286X3	US Treasury Note 2.125% Due 05/31/2026	01/12/2023 01/12/2023 500,000.00	0.00 465,958.71 0.00 466,509.99	0.00 0.00 1,838.94 1,838.94	551.28 0.00 551.28 2,390.22	2,390.22
912828D56	US Treasury Note 2.375% Due 08/15/2024	01/12/2023 01/12/2023 1,000,000.00	0.00 1,038,011.16 0.00 1,036,702.69	0.00 0.00 10,971.47 10,971.47	0.00 1,308.47 (1,308.47) 9,663.00	9,663.00
912828U57	US Treasury Note 2.125% Due 11/30/2023	01/12/2023 01/12/2023 650,000.00	0.00 661,529.52 0.00 660,813.40	0.00 0.00 2,390.63 2,390.63	0.00 716.12 (716.12) 1,674.51	1,674.51
912828YM6	US Treasury Note 1.5% Due 10/31/2024	01/12/2023 01/12/2023 1,000,000.00	0.00 1,014,925.23 0.00 1,014,471.58	0.00 0.00 3,853.59 3,853.59	0.00 453.65 (453.65) 3,399.94	3,399.94
912828YV6	US Treasury Note 1.5% Due 11/30/2024	01/12/2023 01/12/2023 700,000.00	0.00 722,889.06 0.00 722,223.68	0.00 0.00 1,817.31 1,817.31	0.00 665.38 (665.38) 1,151.93	1,151.93

Income Earned

As of January 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
912828Z29	US Treasury Note Due 01/15/2023	01/12/2023 01/12/2023 0.00	0.00 1,011,526.79 1,000,000.00 0.00	0.00 7,500.00 0.00 7,500.00	0.00 11,526.79 (11,526.79) (4,026.79)	(4,026.79)
912828Z86	US Treasury Note 1.375% Due 02/15/2023	01/12/2023 01/12/2023 1,250,000.00	0.00 1,263,920.20 0.00 1,255,731.85	0.00 0.00 7,939.88 7,939.88	0.00 8,188.35 (8,188.35) (248.47)	(248.47)
912828ZD5	US Treasury Note 0.5% Due 03/15/2023	01/12/2023 01/12/2023 1,000,000.00	0.00 1,000,315.85 0.00 1,000,213.96	0.00 0.00 1,919.89 1,919.89	0.00 101.89 (101.89) 1,818.00	1,818.00
91282CAJ0	US Treasury Note 0.25% Due 08/31/2025	01/12/2023 01/12/2023 1,200,000.00	0.00 1,095,937.50 0.00 1,098,100.96	0.00 0.00 1,276.24 1,276.24	2,163.46 0.00 2,163.46 3,439.70	3,439.70
91282CAM3	US Treasury Note 0.25% Due 09/30/2025	01/12/2023 01/12/2023 500,000.00	0.00 456,445.31 0.00 457,323.43	0.00 0.00 425.82 425.82	878.12 0.00 878.12 1,303.94	1,303.94
91282CAW1	US Treasury Note 0.25% Due 11/15/2023	01/12/2023 01/12/2023 1,000,000.00	0.00 1,000,120.54 0.00 1,000,112.69	0.00 0.00 538.67 538.67	0.00 7.85 (7.85) 530.82	530.82
91282CBA8	US Treasury Note 0.125% Due 12/15/2023	01/12/2023 01/12/2023 1,200,000.00	0.00 1,194,566.52 0.00 1,194,888.98	0.00 0.00 197.80 197.80	322.46 0.00 322.46 520.26	520.26
91282CBQ3	US Treasury Note 0.5% Due 02/28/2026	01/12/2023 01/12/2023 500,000.00	0.00 455,839.84 0.00 456,612.55	0.00 0.00 1,063.54 1,063.54	772.71 0.00 772.71 1,836.25	1,836.25
91282CBV2	US Treasury Note 0.375% Due 04/15/2024	01/12/2023 01/12/2023 1,000,000.00	0.00 1,001,175.22 0.00 1,001,124.01	0.00 0.00 1,122.94 1,122.94	0.00 51.21 (51.21) 1,071.73	1,071.73

Income Earned

As of January 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
91282CBW0	US Treasury Note 0.75% Due 04/30/2026	01/12/2023 01/12/2023 500,000.00	0.00 443,595.43 0.00 444,532.38	0.00 0.00 963.40 963.40	936.95 0.00 936.95 1,900.35	1,900.35
91282CCC3	US Treasury Note 0.25% Due 05/15/2024	01/12/2023 01/12/2023 1,000,000.00	0.00 996,878.35 0.00 997,006.02	0.00 0.00 538.67 538.67	127.67 0.00 127.67 666.34	666.34
91282CCJ8	US Treasury Note 0.875% Due 06/30/2026	01/12/2023 01/12/2023 500,000.00	0.00 443,595.43 0.00 444,487.20	0.00 0.00 386.74 386.74	891.77 0.00 891.77 1,278.51	1,278.51
91282CCK5	US Treasury Note 0.125% Due 06/30/2023	01/12/2023 01/12/2023 800,000.00	0.00 792,846.43 0.00 793,693.01	0.00 0.00 88.40 88.40	846.58 0.00 846.58 934.98	934.98
91282CCN9	US Treasury Note 0.125% Due 07/31/2023	01/12/2023 01/12/2023 1,000,000.00	0.00 989,808.04 0.00 990,827.24	0.00 625.00 3.45 628.45	1,019.20 0.00 1,019.20 1,647.65	1,647.65
931142DH3	Wal-Mart Stores Callable Note Cont 1/11/2023 2.55% Due 04/11/2023	01/12/2023 01/12/2023 500,000.00	0.00 509,155.00 0.00 507,097.70	0.00 0.00 3,895.83 3,895.83	0.00 2,057.30 (2,057.30) 1,838.53	1,838.53
			0.00	0.00	10,150.03	
			42,683,878.96	35,250.00	70,375.87	
			1,000,000.00	207,511.92	(60,225.84)	
Total Fixed Income		41,230,000.00	41,623,653.12	242,761.92	182,536.08	182,536.08

Income Earned

As of January 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
CASH & EQUIVALENT						
31846V807	First American Treasury MMF Class Y	Various Various 4,000,710.52	0.00 4,000,960.52 250.00 4,000,710.52	0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00	0.00
Total Cash & Equivalent			4,000,710.52	0.00	0.00	0.00
TOTAL PORTFOLIO			45,230,710.52	242,761.92	182,536.08	182,536.08

Cash Flow Report

As of January 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
02/05/2023	Interest	91159HHV5	1,000,000.00	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 2/5/2024	0.00	16,875.00	16,875.00
02/05/2023	Interest	3135G0V34	600,000.00	FNMA Note 2.5% Due 2/5/2024	0.00	7,500.00	7,500.00
02/12/2023	Interest	459200HU8	1,000,000.00	IBM Corp Note 3.625% Due 2/12/2024	0.00	18,125.00	18,125.00
02/14/2023	Interest	88579YBB6	500,000.00	3M Co. Callable Note Cont 1/14/2024 3.25% Due 2/14/2024	0.00	8,125.00	8,125.00
02/15/2023	Interest	912828D56	1,000,000.00	US Treasury Note 2.375% Due 8/15/2024	0.00	11,875.00	11,875.00
02/15/2023	Interest	742718EB1	500,000.00	Procter & Gamble Co Note 3.1% Due 8/15/2023	0.00	7,750.00	7,750.00
02/15/2023	Maturity	912828Z86	1,250,000.00	US Treasury Note 1.375% Due 2/15/2023	1,250,000.00	8,593.75	1,258,593.75
02/17/2023	Maturity	3130AJ7E3	1,200,000.00	FHLB Note 1.375% Due 2/17/2023	1,200,000.00	8,250.00	1,208,250.00
02/25/2023	Interest	89236THA6	700,000.00	Toyota Motor Credit Corp Note 1.35% Due 8/25/2023	0.00	4,725.00	4,725.00
02/28/2023	Interest	912828D1	1,250,000.00	US Treasury Note 1.375% Due 8/31/2023	0.00	8,593.75	8,593.75
02/28/2023	Interest	91282CAJ0	1,200,000.00	US Treasury Note 0.25% Due 8/31/2025	0.00	1,500.00	1,500.00
02/28/2023	Interest	91282CBQ3	500,000.00	US Treasury Note 0.5% Due 2/28/2026	0.00	1,250.00	1,250.00
FEB 2023					2,450,000.00	103,162.50	2,553,162.50
03/01/2023	Interest	713448CM8	500,000.00	Pepsico Inc. Callable Note Cont 12/01/2023 3.6% Due 3/1/2024	0.00	9,000.00	9,000.00
03/05/2023	Interest	06051GHF9	500,000.00	Bank of America Corp Callable Note 1X 3/5/2023 3.55% Due 3/5/2024	0.00	8,875.00	8,875.00
03/12/2023	Interest	3130ATH7	1,300,000.00	FHLB Note 4.375% Due 9/12/2025	0.00	25,909.72	25,909.72
03/12/2023	Interest	3135G0U43	1,000,000.00	FNMA Note 2.875% Due 9/12/2023	0.00	14,375.00	14,375.00

Cash Flow Report

As of January 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
03/13/2023	Interest	46647PBH8	600,000.00	JP Morgan Chase & Co Callable Note Mthly 3/13/2025 2.005% Due 3/13/2026	0.00	6,015.00	6,015.00
03/15/2023	Maturity	912828ZD5	1,000,000.00	US Treasury Note 0.5% Due 3/15/2023	1,000,000.00	2,500.00	1,002,500.00
03/31/2023	Interest	9128282Y5	1,000,000.00	US Treasury Note 2.125% Due 9/30/2024	0.00	10,625.00	10,625.00
03/31/2023	Interest	91282CAM3	500,000.00	US Treasury Note 0.25% Due 9/30/2025	0.00	625.00	625.00
MAR 2023					1,000,000.00	77,924.72	1,077,924.72
04/11/2023	Maturity	931142DH3	500,000.00	Wal-Mart Stores Callable Note Cont 1/11/2023 2.55% Due 4/11/2023	500,000.00	6,375.00	506,375.00
04/15/2023	Interest	91282CBV2	1,000,000.00	US Treasury Note 0.375% Due 4/15/2024	0.00	1,875.00	1,875.00
04/20/2023	Maturity	3137EAEQ8	1,250,000.00	FHLMC Note 0.375% Due 4/20/2023	1,250,000.00	2,343.75	1,252,343.75
04/22/2023	Interest	3133EMWV0	1,000,000.00	FFCB Note 0.35% Due 4/22/2024	0.00	1,750.00	1,750.00
04/23/2023	Interest	46647PAP1	500,000.00	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	0.00	8,897.50	8,897.50
04/26/2023	Interest	3136G46B4	1,200,000.00	FNMA Callable Note Qtrly 01/26/2024 0.35% Due 4/26/2024	0.00	2,100.00	2,100.00
04/30/2023	Interest	912828YM6	1,000,000.00	US Treasury Note 1.5% Due 10/31/2024	0.00	7,500.00	7,500.00
04/30/2023	Interest	91282CBW0	500,000.00	US Treasury Note 0.75% Due 4/30/2026	0.00	1,875.00	1,875.00
APR 2023					1,750,000.00	32,716.25	1,782,716.25
05/03/2023	Maturity	037833AK6	500,000.00	Apple Inc Note 2.4% Due 5/3/2023	500,000.00	6,000.00	506,000.00
05/06/2023	Interest	3133EMYR7	1,000,000.00	FFCB Callable Note Cont 5/6/2022 0.375% Due 5/6/2024	0.00	1,875.00	1,875.00
05/10/2023	Maturity	02665WDH1	1,000,000.00	American Honda Finance Note 1.95% Due 5/10/2023	1,000,000.00	9,750.00	1,009,750.00

Cash Flow Report

As of January 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
05/11/2023	Interest	166764BW9	700,000.00	Chevron Corp Callable Note Cont 4/11/2025 1.554% Due 5/11/2025	0.00	5,439.00	5,439.00
05/15/2023	Interest	91282CCC3	1,000,000.00	US Treasury Note 0.25% Due 5/15/2024	0.00	1,250.00	1,250.00
05/15/2023	Interest	717081DM2	500,000.00	Pfizer Inc. Note 3.4% Due 5/15/2024	0.00	8,500.00	8,500.00
05/15/2023	Interest	91282CAW1	1,000,000.00	US Treasury Note 0.25% Due 11/15/2023	0.00	1,250.00	1,250.00
05/24/2023	Interest	14912L5X5	1,000,000.00	Caterpillar Finance Serv Corp Note 3.75% Due 11/24/2023	0.00	18,750.00	18,750.00
05/31/2023	Interest	9128286X3	500,000.00	US Treasury Note 2.125% Due 5/31/2026	0.00	5,312.50	5,312.50
05/31/2023	Interest	912828U57	650,000.00	US Treasury Note 2.125% Due 11/30/2023	0.00	6,906.25	6,906.25
05/31/2023	Interest	9128285N6	500,000.00	US Treasury Note 2.875% Due 11/30/2025	0.00	7,187.50	7,187.50
05/31/2023	Interest	912828YV6	700,000.00	US Treasury Note 1.5% Due 11/30/2024	0.00	5,250.00	5,250.00
MAY 2023					1,500,000.00	77,470.25	1,577,470.25
06/05/2023	Interest	06051GHF9	500,000.00	Bank of America Corp Callable Note 1X 3/5/2023 3.55% Due 3/5/2024	0.00	7,280.75	7,280.75
06/15/2023	Interest	91282CBA8	1,200,000.00	US Treasury Note 0.125% Due 12/15/2023	0.00	750.00	750.00
06/23/2023	Interest	3130AMQQ8	1,000,000.00	FHLB Callable Note Qtrly 12/23/2021 0.35% Due 4/23/2024	0.00	1,750.00	1,750.00
06/30/2023	Interest	91282CCJ8	500,000.00	US Treasury Note 0.875% Due 6/30/2026	0.00	2,187.50	2,187.50
06/30/2023	Maturity	91282CCK5	800,000.00	US Treasury Note 0.125% Due 6/30/2023	800,000.00	500.00	800,500.00
JUN 2023					800,000.00	12,468.25	812,468.25
07/02/2023	Interest	3135G0V75	750,000.00	FNMA Note 1.75% Due 7/2/2024	0.00	6,562.50	6,562.50
07/11/2023	Interest	89236THU2	480,000.00	Toyota Motor Credit Corp Note 0.45% Due 1/11/2024	0.00	1,080.00	1,080.00

Cash Flow Report

As of January 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
07/17/2023	Interest	24422EVN6	1,000,000.00	John Deere Capital Corp Note 0.45% Due 1/17/2024	0.00	2,250.00	2,250.00
07/23/2023	Interest	17325FAS7	500,000.00	Citibank Callable Note Cont 12/23/2023 3.65% Due 1/23/2024	0.00	9,125.00	9,125.00
07/23/2023	Interest	46647PAP1	500,000.00	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	0.00	6,093.04	6,093.04
07/23/2023	Interest	693475AV7	900,000.00	PNC Financial Services Callable Note Cont 12/23/2023 3.5% Due 1/23/2024	0.00	15,750.00	15,750.00
07/31/2023	Maturity	91282CCN9	1,000,000.00	US Treasury Note 0.125% Due 7/31/2023	1,000,000.00	625.00	1,000,625.00
JUL 2023					1,000,000.00	41,485.54	1,041,485.54
08/05/2023	Interest	3135G0V34	600,000.00	FNMA Note 2.5% Due 2/5/2024	0.00	7,500.00	7,500.00
08/05/2023	Interest	91159HHV5	1,000,000.00	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 2/5/2024	0.00	16,875.00	16,875.00
08/12/2023	Interest	459200HU8	1,000,000.00	IBM Corp Note 3.625% Due 2/12/2024	0.00	18,125.00	18,125.00
08/14/2023	Interest	88579YBB6	500,000.00	3M Co. Callable Note Cont 1/14/2024 3.25% Due 2/14/2024	0.00	8,125.00	8,125.00
08/15/2023	Interest	912828D56	1,000,000.00	US Treasury Note 2.375% Due 8/15/2024	0.00	11,875.00	11,875.00
08/15/2023	Maturity	742718EB1	500,000.00	Procter & Gamble Co Note 3.1% Due 8/15/2023	500,000.00	7,750.00	507,750.00
08/25/2023	Maturity	89236THA6	700,000.00	Toyota Motor Credit Corp Note 1.35% Due 8/25/2023	700,000.00	4,725.00	704,725.00
08/31/2023	Interest	91282CBQ3	500,000.00	US Treasury Note 0.5% Due 2/28/2026	0.00	1,250.00	1,250.00
08/31/2023	Interest	91282CAJ0	1,200,000.00	US Treasury Note 0.25% Due 8/31/2025	0.00	1,500.00	1,500.00
08/31/2023	Maturity	9128282D1	1,250,000.00	US Treasury Note 1.375% Due 8/31/2023	1,250,000.00	8,593.75	1,258,593.75
AUG 2023					2,450,000.00	86,318.75	2,536,318.75

Cash Flow Report

As of January 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
09/01/2023	Interest	713448CM8	500,000.00	Pepsico Inc. Callable Note Cont 12/01/2023 3.6% Due 3/1/2024	0.00	9,000.00	9,000.00
09/05/2023	Interest	06051GHF9	500,000.00	Bank of America Corp Callable Note 1X 3/5/2023 3.55% Due 3/5/2024	0.00	7,300.67	7,300.67
09/12/2023	Interest	3130ATH7	1,300,000.00	FHLB Note 4.375% Due 9/12/2025	0.00	28,437.50	28,437.50
09/12/2023	Maturity	3135G0U43	1,000,000.00	FNMA Note 2.875% Due 9/12/2023	1,000,000.00	14,375.00	1,014,375.00
09/13/2023	Interest	46647PBH8	600,000.00	JP Morgan Chase & Co Callable Note Mthly 3/13/2025 2.005% Due 3/13/2026	0.00	6,015.00	6,015.00
09/30/2023	Interest	912828Y5	1,000,000.00	US Treasury Note 2.125% Due 9/30/2024	0.00	10,625.00	10,625.00
09/30/2023	Interest	91282CAM3	500,000.00	US Treasury Note 0.25% Due 9/30/2025	0.00	625.00	625.00
SEP 2023					1,000,000.00	76,378.17	1,076,378.17
10/15/2023	Interest	91282CBV2	1,000,000.00	US Treasury Note 0.375% Due 4/15/2024	0.00	1,875.00	1,875.00
10/22/2023	Interest	3133EMWV0	1,000,000.00	FFCB Note 0.35% Due 4/22/2024	0.00	1,750.00	1,750.00
10/23/2023	Interest	46647PAP1	500,000.00	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	0.00	6,160.00	6,160.00
10/26/2023	Interest	3136G46B4	1,200,000.00	FNMA Callable Note Qtrly 01/26/2024 0.35% Due 4/26/2024	0.00	2,100.00	2,100.00
10/31/2023	Interest	912828YM6	1,000,000.00	US Treasury Note 1.5% Due 10/31/2024	0.00	7,500.00	7,500.00
10/31/2023	Interest	91282CBW0	500,000.00	US Treasury Note 0.75% Due 4/30/2026	0.00	1,875.00	1,875.00
OCT 2023					0.00	21,260.00	21,260.00
11/06/2023	Interest	3133EMYR7	1,000,000.00	FFCB Callable Note Cont 5/6/2022 0.375% Due 5/6/2024	0.00	1,875.00	1,875.00
11/11/2023	Interest	166764BW9	700,000.00	Chevron Corp Callable Note Cont 4/11/2025 1.554% Due 5/11/2025	0.00	5,439.00	5,439.00

Cash Flow Report

As of January 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
11/15/2023	Interest	91282CCC3	1,000,000.00	US Treasury Note 0.25% Due 5/15/2024	0.00	1,250.00	1,250.00
11/15/2023	Interest	717081DM2	500,000.00	Pfizer Inc. Note 3.4% Due 5/15/2024	0.00	8,500.00	8,500.00
11/15/2023	Maturity	91282CAW1	1,000,000.00	US Treasury Note 0.25% Due 11/15/2023	1,000,000.00	1,250.00	1,001,250.00
11/24/2023	Maturity	14912L5X5	1,000,000.00	Caterpillar Finance Serv Corp Note 3.75% Due 11/24/2023	1,000,000.00	18,750.00	1,018,750.00
11/30/2023	Interest	9128285N6	500,000.00	US Treasury Note 2.875% Due 11/30/2025	0.00	7,187.50	7,187.50
11/30/2023	Interest	9128286X3	500,000.00	US Treasury Note 2.125% Due 5/31/2026	0.00	5,312.50	5,312.50
11/30/2023	Interest	912828YV6	700,000.00	US Treasury Note 1.5% Due 11/30/2024	0.00	5,250.00	5,250.00
11/30/2023	Maturity	912828U57	650,000.00	US Treasury Note 2.125% Due 11/30/2023	650,000.00	6,906.25	656,906.25
NOV 2023					2,650,000.00	61,720.25	2,711,720.25
12/05/2023	Interest	06051GHF9	500,000.00	Bank of America Corp Callable Note 1X 3/5/2023 3.55% Due 3/5/2024	0.00	7,221.32	7,221.32
12/15/2023	Maturity	91282CBA8	1,200,000.00	US Treasury Note 0.125% Due 12/15/2023	1,200,000.00	750.00	1,200,750.00
12/23/2023	Interest	3130AMQQ8	1,000,000.00	FHLB Callable Note Qtrly 12/23/2021 0.35% Due 4/23/2024	0.00	1,750.00	1,750.00
12/31/2023	Interest	91282CCJ8	500,000.00	US Treasury Note 0.875% Due 6/30/2026	0.00	2,187.50	2,187.50
DEC 2023					1,200,000.00	11,908.82	1,211,908.82
01/02/2024	Interest	3135G0V75	750,000.00	FNMA Note 1.75% Due 7/2/2024	0.00	6,562.50	6,562.50
01/11/2024	Maturity	89236THU2	480,000.00	Toyota Motor Credit Corp Note 0.45% Due 1/11/2024	480,000.00	1,080.00	481,080.00
01/17/2024	Maturity	24422EVN6	1,000,000.00	John Deere Capital Corp Note 0.45% Due 1/17/2024	1,000,000.00	2,250.00	1,002,250.00
01/23/2024	Interest	46647PAP1	500,000.00	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	0.00	6,160.00	6,160.00

Cash Flow Report

As of January 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
01/23/2024	Maturity	693475AV7	900,000.00	PNC Financial Services Callable Note Cont 12/23/2023 3.5% Due 1/23/2024	900,000.00	15,750.00	915,750.00
01/23/2024	Maturity	17325FAS7	500,000.00	Citibank Callable Note Cont 12/23/2023 3.65% Due 1/23/2024	500,000.00	9,125.00	509,125.00
JAN 2024					2,880,000.00	40,927.50	2,920,927.50
TOTAL					18,680,000.00	643,741.00	19,323,741.00



Chandler Asset Management, Inc. ("Chandler") is an SEC registered investment adviser. For additional information about our firm, please see our current disclosures (Form ADV). To obtain a copy of our current disclosures, you may contact your client service representative by calling the number on the front of this statement or you may visit our website at www.chandlerasset.com.

Information contained in this monthly statement is confidential and is provided for informational purposes only and should not be construed as specific investment or legal advice. The information contained herein was obtained from sources believed to be reliable as of the date of this statement, but may become outdated or superseded at any time without notice.

Custody: Your qualified custodian bank maintains control of all assets reflected in this statement and we urge you to compare this statement to the one you receive from your qualified custodian. Chandler does not have any authority to withdraw or deposit funds from/to the custodian account.

Valuation: Prices are provided by IDC, an independent pricing source. In the event IDC does not provide a price or if the price provided is not reflective of fair market value, Chandler will obtain pricing from an alternative approved third party pricing source in accordance with our written valuation policy and procedures. Our valuation procedures are also disclosed in Item 5 of our Form ADV Part 2A.

Performance: Performance results are presented gross-of-advisory fees and represent the client's Total Return. The deduction of advisory fees lowers performance results. These results include the reinvestment of dividends and other earnings. Past performance may not be indicative of future results. Therefore, clients should not assume that future performance of any specific investment or investment strategy will be profitable or equal to past performance levels. All investment strategies have the potential for profit or loss. Economic factors, market conditions or changes in investment strategies, contributions or withdrawals may materially alter the performance and results of your portfolio.

Source ice Data Indices, LLC ("ICE"), used with permission. ICE PERMITS USE OF THE ICE INDICES AND RELATED DATA ON AN "AS IS" BASIS; ICE, ITS AFFILIATES AND THEIR RESPECTIVE THIRD PARTY SUPPLIERS DISCLAIM ANY AND ALL WARRANTIES AND REPRESENTATIONS, EXPRESS AND/OR IMPLIED, INCLUDING ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR USE, INCLUDING THE INDICES, INDEX DATA AND ANY DATA INCLUDED IN, RELATED TO, OR DERIVED THEREFROM. NEITHER ICE DATA, ITS AFFILIATES OR THEIR RESPECTIVE THIRD PARTY PROVIDERS GUARANTEE THE QUALITY, ADEQUACY, ACCURACY, TIMELINESS OR COMPLETENESS OF THE INDICES OR THE INDEX DATA OR ANY COMPONENT THEREOF, AND THE INDICES AND INDEX DATA AND ALL COMPONENTS THEREOF ARE PROVIDED ON AN "AS IS" BASIS AND LICENSEE'S USE IS AT LICENSEE'S OWN RISK. ICE DATA, ITS AFFILIATES AND THEIR RESPECTIVE THIRD PARTY DO NOT SPONSOR, ENDORSE, OR RECOMMEND CHANDLER, OR ANY OF ITS PRODUCTS OR SERVICES.

Index returns assume reinvestment of all distributions. Historical performance results for investment indexes generally do not reflect the deduction of transaction and/or custodial charges or the deduction of an investment management fee, the incurrence of which would have the effect of decreasing historical performance results. It is not possible to invest directly in an index.

Ratings: Ratings information have been provided by Moody's, S&P and Fitch through data feeds we believe to be reliable as of the date of this statement, however we cannot guarantee its accuracy.

Security level ratings for U.S. Agency issued mortgage-backed securities ("MBS") reflect the issuer rating because the securities themselves are not rated. The issuing U.S. Agency guarantees the full and timely payment of both principal and interest and carries a AA+/Aaa/AAA by S&P, Moody's and Fitch respectively.



Benchmark Index	Disclosure
ICE BofA 1-3 Yr US Treasury & Agency Index	The ICE BofA 1-3 Year US Treasury & Agency Index tracks the performance of US dollar denominated US Treasury and nonsubordinated US agency debt issued in the US domestic market. Qualifying securities must have an investment grade rating (based on an average of Moody's, S&P and Fitch). Qualifying securities must have at least one year remaining term to final maturity and less than three years remaining term to final maturity, at least 18 months to maturity at time of issuance, a fixed coupon schedule, and a minimum amount outstanding of \$1 billion for sovereigns and \$250 million for agencies.



City of San Rafael - Account #11045

MONTHLY ACCOUNT STATEMENT

FEBRUARY 1, 2023 THROUGH FEBRUARY 28, 2023

Chandler Team:

For questions about your account, please call (800) 317-4747,
or contact operations@chandlerasset.com

Custodian

US Bank
Alexander Bazan
(503) 402-5305

CHANDLER ASSET MANAGEMENT
chandlerasset.com

Information contained herein is confidential. We urge you to compare this statement to the one you receive from your qualified custodian. Please see Important Disclosures.



PORTFOLIO CHARACTERISTICS

Average Modified Duration	1.25
Average Coupon	2.05%
Average Purchase YTM	1.70%
Average Market YTM	5.01%
Average S&P/Moody Rating	AA/Aa1
Average Final Maturity	1.39 yrs
Average Life	1.31 yrs

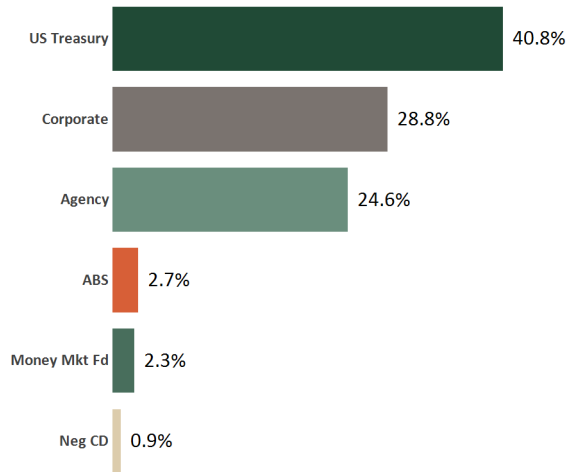
ACCOUNT SUMMARY

	Beg. Values as of 1/31/23	End Values as of 2/28/23
Market Value	43,962,169	43,870,229
Accrued Interest	207,512	188,274
Total Market Value	44,169,681	44,058,503
Income Earned	182,536	62,885
Cont/WD		-2,419
Par	45,230,711	45,319,796
Book Value	45,624,364	45,264,756
Cost Value	45,674,635	45,752,021

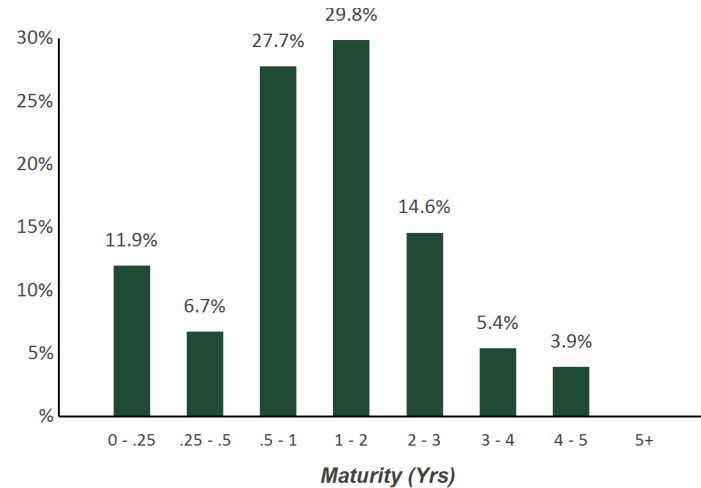
TOP ISSUERS

Government of United States	40.8%
Federal National Mortgage Assoc	7.8%
Federal Home Loan Bank	7.4%
Federal Farm Credit Bank	6.6%
Federal Home Loan Mortgage Corp	2.8%
Toyota Motor Corp	2.6%
JP Morgan Chase & Co	2.4%
Caterpillar Inc	2.3%
Total	72.8%

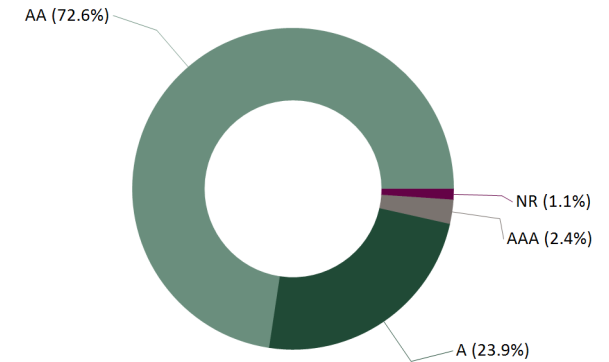
SECTOR ALLOCATION



MATURITY DISTRIBUTION



CREDIT QUALITY (S&P)



PERFORMANCE REVIEW

TOTAL RATE OF RETURN	1M	3M	YTD	1YR	Annualized					
					2YRS	3YRS	5YRS	10YRS	1/1/1900	
City of San Rafael	-0.25%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
ICE BofA 1-3 Yr US Treasury & Agency Index	-0.72%	0.16%	-0.04%	-2.69%	-2.10%	-0.89%	0.83%	0.66%		N/A

Holdings Report

As of February 28, 2023



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
ABS									
05593AAC3	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	435,000.00	Various 5.11%	435,745.64 435,732.07	99.88 5.31%	434,459.51 997.60	0.99% (1,272.56)	Aaa / AAA NR	2.74 1.58
43815JAC7	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	120,000.00	02/16/2023 5.10%	119,977.70 119,977.80	99.81 5.19%	119,772.52 117.60	0.27% (205.28)	Aaa / NR AAA	4.15 2.20
58768PAC8	Mercedes-Benz Auto Receivables 2022- 1 A3 5.21% Due 8/16/2027	260,000.00	02/15/2023 5.02%	261,340.63 261,327.03	100.11 5.23%	260,287.59 602.04	0.59% (1,039.44)	Aaa / AAA NR	4.47 2.08
89239HAD0	Toyota Auto Receivables Owner 2022- D A3 5.3% Due 9/15/2027	350,000.00	02/10/2023 4.82%	354,128.91 354,076.69	100.61 5.09%	352,141.44 824.44	0.80% (1,935.25)	Aaa / NR AAA	4.55 2.14
Total ABS		1,165,000.00	5.00%	1,171,192.88 1,171,113.59	5.21%	1,166,661.06 2,541.68	2.65% (4,452.53)	Aaa / AAA AAA	3.82 1.93
AGENCY									
3137EAEQ8	FHLMC Note 0.375% Due 4/20/2023	1,250,000.00	12/23/2021 0.48%	1,248,223.75 1,249,816.12	99.40 4.56%	1,242,483.75 1,705.73	2.82% (7,332.37)	Aaa / AA+ AAA	0.14 0.14
3135G0U43	FNMA Note 2.875% Due 9/12/2023	1,000,000.00	09/26/2019 1.63%	1,047,553.22 1,006,408.35	98.77 5.21%	987,748.00 13,496.53	2.27% (18,660.35)	Aaa / AA+ AAA	0.54 0.52
3135G0V34	FNMA Note 2.5% Due 2/5/2024	600,000.00	10/24/2019 1.64%	621,262.80 604,632.98	97.46 5.31%	584,781.60 1,083.33	1.33% (19,851.38)	Aaa / AA+ AAA	0.94 0.91
3133EMWV0	FFCB Note 0.35% Due 4/22/2024	1,000,000.00	05/03/2021 0.35%	1,000,000.00 1,000,000.00	94.82 5.04%	948,218.00 1,254.17	2.16% (51,782.00)	Aaa / AA+ AAA	1.15 1.12
3130AMQQ8	FHLB Callable Note Qtrly 12/23/2021 0.35% Due 4/23/2024	1,000,000.00	06/23/2021 0.35%	1,000,000.00 1,000,000.00	94.54 5.32%	945,409.00 661.11	2.15% (54,591.00)	Aaa / AA+ NR	1.15 1.12
3136G46B4	FNMA Callable Note Qtrly 01/26/2024 0.35% Due 4/26/2024	1,200,000.00	10/30/2020 0.36%	1,199,700.00 1,199,900.63	94.51 5.29%	1,134,066.00 1,458.33	2.58% (65,834.63)	Aaa / AA+ AAA	1.16 1.13
3133EMYR7	FFCB Callable Note Cont 5/6/2022 0.375% Due 5/6/2024	1,000,000.00	05/06/2021 0.38%	1,000,000.00 1,000,000.00	94.38 5.32%	943,791.00 1,197.92	2.14% (56,209.00)	Aaa / AA+ AAA	1.19 1.16
3135G0V75	FNMA Note 1.75% Due 7/2/2024	750,000.00	11/05/2019 1.65%	753,426.75 750,985.12	95.66 5.13%	717,429.75 2,151.04	1.63% (33,555.37)	Aaa / AA+ AAA	1.34 1.30
3133EPBF1	Federal Farm Credit Bank Note 4.875% Due 8/21/2024	1,000,000.00	02/15/2023 4.98%	998,490.00 998,512.08	99.54 5.20%	995,376.00 1,354.17	2.26% (3,136.08)	Aaa / AA+ AAA	1.48 1.41

Holdings Report

As of February 28, 2023



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
AGENCY									
3130ATH7	FHLB Note 4.375% Due 9/12/2025	1,300,000.00	10/06/2022 4.29%	1,303,159.00 1,302,728.76	99.23 4.70%	1,289,951.00 24,171.88	2.98% (12,777.76)	Aaa / AA+ NR	2.54 2.33
3130ATUC9	FHLB Note 4.5% Due 12/12/2025	1,000,000.00	02/13/2023 4.32%	1,004,720.00 1,004,651.40	99.70 4.61%	997,014.00 14,750.00	2.30% (7,637.40)	Aaa / AA+ NR	2.79 2.56
Total Agency		11,100,000.00	1.88%	11,176,535.52 11,117,635.44	5.03%	10,786,268.10 63,284.21	24.63% (331,367.34)	Aaa / AA+ AAA	1.33 1.26
CORPORATE									
931142DH3	Wal-Mart Stores Callable Note Cont 1/11/2023 2.55% Due 4/11/2023	500,000.00	09/19/2019 2.01%	509,155.00 500,288.73	99.70 5.03%	498,500.00 4,958.33	1.14% (1,788.73)	Aa2 / AA AA	0.12 0.12
037833AK6	Apple Inc Note 2.4% Due 5/3/2023	500,000.00	09/19/2019 2.00%	506,880.00 500,327.87	99.53 5.00%	497,640.50 3,933.33	1.14% (2,687.37)	Aaa / AA+ NR	0.18 0.18
02665WDH1	American Honda Finance Note 1.95% Due 5/10/2023	1,000,000.00	05/05/2021 0.38%	1,031,510.00 1,003,000.95	99.36 5.15%	993,615.00 6,012.50	2.27% (9,385.95)	A3 / A- A	0.19 0.20
742718EB1	Procter & Gamble Co Note 3.1% Due 8/15/2023	500,000.00	12/15/2021 0.63%	520,430.00 505,611.53	99.12 5.04%	495,581.50 688.89	1.13% (10,030.03)	Aa3 / AA- NR	0.46 0.45
89236THA6	Toyota Motor Credit Corp Note 1.35% Due 8/25/2023	700,000.00	04/23/2021 0.43%	714,959.00 703,100.40	98.14 5.23%	686,991.20 157.50	1.56% (16,109.20)	A1 / A+ A+	0.49 0.48
14912L5X5	Caterpillar Finance Serv Corp Note 3.75% Due 11/24/2023	1,000,000.00	05/05/2021 0.35%	1,086,390.00 1,024,815.13	99.08 5.02%	990,819.00 10,104.17	2.27% (33,996.13)	A2 / A A	0.74 0.71
89236THU2	Toyota Motor Credit Corp Note 0.45% Due 1/11/2024	480,000.00	09/27/2021 0.51%	479,342.40 479,751.43	95.96 5.27%	460,589.28 300.00	1.05% (19,162.15)	A1 / A+ A+	0.87 0.85
24422EVN6	John Deere Capital Corp Note 0.45% Due 1/17/2024	1,000,000.00	05/05/2021 0.40%	1,001,230.00 1,000,401.28	95.90 5.24%	959,006.00 550.00	2.18% (41,395.28)	A2 / A A+	0.88 0.86
693475AV7	PNC Financial Services Callable Note Cont 12/23/2023 3.5% Due 1/23/2024	900,000.00	07/29/2019 1.99%	957,939.00 911,594.87	98.43 5.30%	885,871.80 3,325.00	2.02% (25,723.07)	A3 / A- A	0.90 0.87
17325FAS7	Citibank Callable Note Cont 12/23/2023 3.65% Due 1/23/2024	500,000.00	05/19/2021 0.53%	541,470.00 513,893.93	98.54 5.32%	492,722.50 1,926.39	1.12% (21,171.43)	Aa3 / A+ A+	0.90 0.87
91159HHV5	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 2/5/2024	1,000,000.00	05/04/2021 0.48%	1,079,130.00 1,026,795.76	98.14 5.44%	981,378.00 2,437.50	2.23% (45,417.76)	A2 / A+ A+	0.94 0.90

Holdings Report

As of February 28, 2023



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
CORPORATE									
459200HU8	IBM Corp Note 3.625% Due 2/12/2024	1,000,000.00	05/05/2021 0.46%	1,086,900.00 1,029,853.11	98.26 5.51%	982,624.00 1,913.19	2.23% (47,229.11)	A3 / A- NR	0.96 0.92
88579YBB6	3M Co. Callable Note Cont 1/14/2024 3.25% Due 2/14/2024	500,000.00	02/17/2021 0.43%	541,935.00 513,440.71	97.89 5.53%	489,473.00 767.36	1.11% (23,967.71)	A1 / A NR	0.96 0.93
713448CM8	Pepsico Inc. Callable Note Cont 12/01/2023 3.6% Due 3/1/2024	500,000.00	06/23/2021 0.78%	537,465.00 513,963.53	98.63 5.01%	493,150.50 9,000.00	1.14% (20,813.03)	A1 / A+ NR	1.01 0.96
06051GHF9	Bank of America Corp Callable Note 1X 3/5/2023 3.55% Due 3/5/2024	500,000.00	07/21/2020 2.14%	535,525.00 509,935.19	99.99 5.89%	499,935.00 8,677.78	1.15% (10,000.19)	A2 / A- AA-	1.02 0.01
46647PAP1	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	500,000.00	02/18/2021 1.79%	534,240.00 512,367.72	99.67 5.19%	498,345.00 6,327.11	1.15% (14,022.72)	A1 / A- AA-	1.15 1.08
717081DM2	Pfizer Inc. Note 3.4% Due 5/15/2024	500,000.00	09/27/2021 0.55%	537,160.00 517,052.61	97.93 5.17%	489,669.00 5,005.56	1.12% (27,383.61)	A1 / A+ A	1.21 1.16
166764BW9	Chevron Corp Callable Note Cont 4/11/2025 1.554% Due 5/11/2025	700,000.00	05/12/2022 3.20%	667,380.00 676,108.46	92.82 5.04%	649,742.80 3,323.83	1.48% (26,365.66)	Aa2 / AA- NR	2.20 2.11
46647PBH8	JP Morgan Chase & Co Callable Note Mthly 3/13/2025 2.005% Due 3/13/2026	600,000.00	04/05/2022 4.06%	577,518.00 582,677.29	93.01 5.69%	558,073.80 5,614.00	1.28% (24,603.49)	A1 / A- AA-	3.04 1.93
Total Corporate		12,880,000.00	1.11%	13,446,558.40 13,024,980.50	5.27%	12,603,727.88 75,022.44	28.78% (421,252.62)	A1 / A A+	0.93 0.82
MONEY MARKET FUND									
31846V807	First American Treasury MMF Class Y	999,796.03	Various 4.17%	999,796.03 999,796.03	1.00 4.17%	999,796.03 0.00	2.27% 0.00	Aaa / AA+ AAA	0.00 0.00
Total Money Market Fund		999,796.03	4.17%	999,796.03 999,796.03	4.17%	999,796.03 0.00	2.27% 0.00	Aaa / AA+ AAA	0.00 0.00

Holdings Report

As of February 28, 2023



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
NEGOTIABLE CD									
96130ASC3	Westpac Banking Corp NY Yankee CD 5.38% Due 2/16/2024	375,000.00	02/16/2023 5.34%	375,141.03 375,136.38	99.84 5.55%	374,389.88 728.54	0.85% (746.50)	P-1 / A-1+ F-1	0.97 0.94
Total Negotiable CD		375,000.00	5.34%	375,141.03 375,136.38	5.55%	374,389.88 728.54	0.85% (746.50)	P-1 / A-1+ F-1	0.97 0.94
US TREASURY									
912828ZD5	US Treasury Note 0.5% Due 3/15/2023	1,000,000.00	12/28/2021 0.47%	1,000,315.85 1,000,010.00	99.84 4.38%	998,390.00 2,306.63	2.27% (1,620.00)	Aaa / AA+ AAA	0.04 0.04
91282CCK5	US Treasury Note 0.125% Due 6/30/2023	800,000.00	01/13/2022 0.74%	792,846.43 798,376.02	98.41 4.91%	787,312.80 165.75	1.79% (11,063.22)	Aaa / AA+ AAA	0.33 0.33
91282CCN9	US Treasury Note 0.125% Due 7/31/2023	1,000,000.00	01/13/2022 0.79%	989,808.04 997,253.23	97.99 4.98%	979,883.00 100.14	2.22% (17,370.23)	Aaa / AA+ AAA	0.42 0.41
9128282D1	US Treasury Note 1.375% Due 8/31/2023	1,250,000.00	12/23/2021 0.61%	1,265,970.98 1,254,744.63	98.20 5.08%	1,227,441.25 46.71	2.79% (27,303.38)	Aaa / AA+ AAA	0.50 0.49
91282CAW1	US Treasury Note 0.25% Due 11/15/2023	1,000,000.00	05/03/2021 0.25%	1,000,120.54 1,000,033.71	96.64 5.13%	966,406.00 732.04	2.20% (33,627.71)	Aaa / AA+ AAA	0.71 0.69
912828U57	US Treasury Note 2.125% Due 11/30/2023	650,000.00	10/31/2019 1.67%	661,529.52 652,118.77	97.82 5.10%	635,857.30 3,453.13	1.45% (16,261.47)	Aaa / AA+ AAA	0.75 0.73
91282CBA8	US Treasury Note 0.125% Due 12/15/2023	1,200,000.00	10/07/2021 0.33%	1,194,566.52 1,198,034.70	96.15 5.13%	1,153,827.60 313.19	2.62% (44,207.10)	Aaa / AA+ AAA	0.79 0.77
91282CBV2	US Treasury Note 0.375% Due 4/15/2024	1,000,000.00	05/03/2021 0.33%	1,001,175.22 1,000,448.07	94.84 5.15%	948,398.00 1,411.40	2.16% (52,050.07)	Aaa / AA+ AAA	1.13 1.10
91282CCC3	US Treasury Note 0.25% Due 5/15/2024	1,000,000.00	05/17/2021 0.35%	996,878.35 998,741.64	94.32 5.15%	943,203.00 732.04	2.14% (55,538.64)	Aaa / AA+ AAA	1.21 1.18
912828D56	US Treasury Note 2.375% Due 8/15/2024	1,000,000.00	12/28/2021 0.91%	1,038,011.16 1,021,082.15	96.23 5.08%	962,305.00 918.51	2.19% (58,777.15)	Aaa / AA+ AAA	1.46 1.41
9128282Y5	US Treasury Note 2.125% Due 9/30/2024	1,000,000.00	08/25/2021 0.44%	1,051,800.23 1,026,494.99	95.69 4.99%	956,875.00 8,873.63	2.19% (69,619.99)	Aaa / AA+ AAA	1.59 1.51
912828YM6	US Treasury Note 1.5% Due 10/31/2024	1,000,000.00	12/28/2021 0.97%	1,014,925.23 1,008,771.09	94.52 4.96%	945,156.00 5,013.81	2.16% (63,615.09)	Aaa / AA+ AAA	1.67 1.61

Holdings Report

As of February 28, 2023



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
US TREASURY									
912828YV6	US Treasury Note 1.5% Due 11/30/2024	700,000.00	09/10/2021 0.48%	722,889.06 712,446.05	94.32 4.92%	660,214.80 2,625.00	1.50% (52,231.25)	Aaa / AA+ AAA	1.76 1.69
91282CAJ0	US Treasury Note 0.25% Due 8/31/2025	1,200,000.00	06/30/2022 3.15%	1,095,937.50 1,117,864.31	89.81 4.61%	1,077,750.00 8.15	2.45% (40,114.31)	Aaa / AA+ AAA	2.51 2.44
91282CAM3	US Treasury Note 0.25% Due 9/30/2025	500,000.00	07/15/2022 3.12%	456,445.31 464,948.31	89.65 4.54%	448,242.00 521.98	1.02% (16,706.31)	Aaa / AA+ AAA	2.59 2.52
9128285N6	US Treasury Note 2.875% Due 11/30/2025	500,000.00	07/15/2022 3.11%	496,212.61 496,915.46	95.74 4.54%	478,711.00 3,593.75	1.09% (18,204.46)	Aaa / AA+ AAA	2.76 2.59
91282CGE5	US Treasury Note 3.875% Due 1/15/2026	1,000,000.00	02/06/2023 4.13%	992,929.69 993,074.65	98.28 4.52%	982,812.00 4,816.99	2.24% (10,262.65)	Aaa / AA+ AAA	2.88 2.68
91282CBQ3	US Treasury Note 0.5% Due 2/28/2026	500,000.00	07/15/2022 3.09%	455,839.84 463,477.81	88.90 4.50%	444,511.50 6.79	1.01% (18,966.31)	Aaa / AA+ AAA	3.00 2.91
91282CBW0	US Treasury Note 0.75% Due 4/30/2026	500,000.00	09/30/2022 4.17%	443,595.43 450,150.09	89.14 4.46%	445,722.50 1,253.45	1.01% (4,427.59)	Aaa / AA+ AAA	3.17 3.06
9128286X3	US Treasury Note 2.125% Due 5/31/2026	500,000.00	09/30/2022 4.14%	465,958.71 469,822.99	93.07 4.44%	465,351.50 2,656.25	1.06% (4,471.49)	Aaa / AA+ AAA	3.25 3.07
91282CCJ8	US Treasury Note 0.875% Due 6/30/2026	500,000.00	09/30/2022 4.15%	443,595.43 449,858.03	89.13 4.42%	445,625.00 725.14	1.01% (4,233.03)	Aaa / AA+ AAA	3.34 3.22
91282CGC9	US Treasury Note 3.875% Due 12/31/2027	1,000,000.00	02/06/2023 3.84%	1,001,445.31 1,001,427.53	98.54 4.21%	985,391.00 6,422.65	2.25% (16,036.53)	Aaa / AA+ AAA	4.84 4.33
Total US Treasury		18,800,000.00	1.58%	18,582,796.96 18,576,094.23	4.83%	17,939,386.25 46,697.13	40.82% (636,707.98)	Aaa / AA+ AAA	1.66 1.58
TOTAL PORTFOLIO		45,319,796.03	1.70%	45,752,020.82 45,264,756.17	5.01%	43,870,229.20 188,274.00	100.00% (1,394,526.97)	Aa1 / AA AAA	1.39 1.25
TOTAL MARKET VALUE PLUS ACCRUED						44,058,503.20			

Transaction Ledger

As of February 28, 2023



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
ACQUISITIONS										
Purchase	02/01/2023	31846V807	11,494.99	First American Treasury MMF Class Y	1.000	3.93%	11,494.99	0.00	11,494.99	0.00
Purchase	02/05/2023	31846V807	24,375.00	First American Treasury MMF Class Y	1.000	3.93%	24,375.00	0.00	24,375.00	0.00
Purchase	02/07/2023	91282CGC9	1,000,000.00	US Treasury Note 3.875% Due 12/31/2027	100.145	3.84%	1,001,445.31	4,067.68	1,005,512.99	0.00
Purchase	02/07/2023	91282CGE5	1,000,000.00	US Treasury Note 3.875% Due 1/15/2026	99.293	4.13%	992,929.69	2,462.02	995,391.71	0.00
Purchase	02/12/2023	31846V807	18,125.00	First American Treasury MMF Class Y	1.000	3.93%	18,125.00	0.00	18,125.00	0.00
Purchase	02/14/2023	3130ATUC9	1,000,000.00	FHLB Note 4.5% Due 12/12/2025	100.472	4.32%	1,004,720.00	12,625.00	1,017,345.00	0.00
Purchase	02/14/2023	31846V807	8,125.00	First American Treasury MMF Class Y	1.000	3.93%	8,125.00	0.00	8,125.00	0.00
Purchase	02/14/2023	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	101.180	4.82%	354,128.91	1,494.31	355,623.22	0.00
Purchase	02/15/2023	05593AAC3	60,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	99.998	5.22%	59,998.57	0.00	59,998.57	0.00
Purchase	02/15/2023	05593AAC3	375,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	100.199	5.09%	375,747.07	0.00	375,747.07	0.00
Purchase	02/15/2023	31846V807	28,218.75	First American Treasury MMF Class Y	1.000	3.93%	28,218.75	0.00	28,218.75	0.00
Purchase	02/15/2023	31846V807	1,250,000.00	First American Treasury MMF Class Y	1.000	3.93%	1,250,000.00	0.00	1,250,000.00	0.00
Purchase	02/15/2023	31846V807	1,545.83	First American Treasury MMF Class Y	1.000	3.93%	1,545.83	0.00	1,545.83	0.00
Purchase	02/17/2023	31846V807	8,250.00	First American Treasury MMF Class Y	1.000	3.93%	8,250.00	0.00	8,250.00	0.00
Purchase	02/17/2023	31846V807	1,200,000.00	First American Treasury MMF Class Y	1.000	3.93%	1,200,000.00	0.00	1,200,000.00	0.00
Purchase	02/17/2023	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	100.516	5.02%	261,340.63	75.26	261,415.89	0.00
Purchase	02/17/2023	96130ASC3	375,000.00	Westpac Banking Corp NY Yankee CD 5.38% Due 2/16/2024	100.038	5.34%	375,141.03	56.04	375,197.07	0.00
Purchase	02/21/2023	3133EPBF1	1,000,000.00	Federal Farm Credit Bank Note 4.875% Due 8/21/2024	99.849	4.98%	998,490.00	0.00	998,490.00	0.00

Transaction Ledger

As of February 28, 2023



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
ACQUISITIONS										
Purchase	02/24/2023	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	99.981	5.10%	119,977.70	0.00	119,977.70	0.00
Purchase	02/25/2023	31846V807	4,725.00	First American Treasury MMF Class Y	1.000	3.93%	4,725.00	0.00	4,725.00	0.00
Purchase	02/28/2023	31846V807	11,343.75	First American Treasury MMF Class Y	1.000	4.17%	11,343.75	0.00	11,343.75	0.00
Subtotal			8,106,203.32				8,110,122.23	20,780.31	8,130,902.54	0.00
Short Sale	02/17/2023	31846V807	-375,197.07	First American Treasury MMF Class Y	1.000		-375,197.07	0.00	-375,197.07	0.00
Subtotal			-375,197.07				-375,197.07	0.00	-375,197.07	0.00
TOTAL ACQUISITIONS			7,731,006.25				7,734,925.16	20,780.31	7,755,705.47	0.00
DISPOSITIONS										
Closing Purchase	02/17/2023	31846V807	-375,197.07	First American Treasury MMF Class Y	1.000		-375,197.07	0.00	-375,197.07	0.00
Subtotal			-375,197.07				-375,197.07	0.00	-375,197.07	0.00
Sale	02/07/2023	31846V807	2,000,904.70	First American Treasury MMF Class Y	1.000	3.93%	2,000,904.70	0.00	2,000,904.70	0.00
Sale	02/14/2023	31846V807	355,623.22	First American Treasury MMF Class Y	1.000	3.93%	355,623.22	0.00	355,623.22	0.00
Sale	02/14/2023	31846V807	1,017,345.00	First American Treasury MMF Class Y	1.000	3.93%	1,017,345.00	0.00	1,017,345.00	0.00
Sale	02/15/2023	31846V807	59,998.57	First American Treasury MMF Class Y	1.000	3.93%	59,998.57	0.00	59,998.57	0.00
Sale	02/15/2023	31846V807	375,747.07	First American Treasury MMF Class Y	1.000	3.93%	375,747.07	0.00	375,747.07	0.00
Sale	02/17/2023	31846V807	261,415.89	First American Treasury MMF Class Y	1.000	3.93%	261,415.89	0.00	261,415.89	0.00
Sale	02/17/2023	31846V807	375,197.07	First American Treasury MMF Class Y	1.000	3.93%	375,197.07	0.00	375,197.07	0.00
Sale	02/21/2023	31846V807	998,490.00	First American Treasury MMF Class Y	1.000	3.93%	998,490.00	0.00	998,490.00	0.00
Sale	02/24/2023	31846V807	119,977.70	First American Treasury MMF Class Y	1.000	3.93%	119,977.70	0.00	119,977.70	0.00
Subtotal			5,564,699.22				5,564,699.22	0.00	5,564,699.22	0.00
Paydown	02/15/2023	89239HAD0	0.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	100.000		0.00	1,545.83	1,545.83	0.00
Subtotal			0.00				0.00	1,545.83	1,545.83	0.00

Transaction Ledger

As of February 28, 2023



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
DISPOSITIONS										
Maturity	02/15/2023	912828Z86	1,250,000.00	US Treasury Note 1.375% Due 2/15/2023	100.000		1,250,000.00	0.00	1,250,000.00	0.00
Maturity	02/17/2023	3130AJ7E3	1,200,000.00	FHLB Note 1.375% Due 2/17/2023	100.000		1,200,000.00	0.00	1,200,000.00	0.00
Subtotal			2,450,000.00				2,450,000.00	0.00	2,450,000.00	0.00
Security Withdrawal	02/07/2023	31846V807	2,168.59	First American Treasury MMF Class Y	1.000		2,168.59	0.00	2,168.59	0.00
Security Withdrawal	02/27/2023	31846V807	250.00	First American Treasury MMF Class Y	1.000		250.00	0.00	250.00	0.00
Subtotal			2,418.59				2,418.59	0.00	2,418.59	0.00
TOTAL DISPOSITIONS			7,641,920.74				7,641,920.74	1,545.83	7,643,466.57	0.00

OTHER TRANSACTIONS										
Interest	02/05/2023	3135G0V34	600,000.00	FNMA Note 2.5% Due 2/5/2024	0.000		7,500.00	0.00	7,500.00	0.00
Interest	02/05/2023	91159HHV5	1,000,000.00	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 2/5/2024	0.000		16,875.00	0.00	16,875.00	0.00
Interest	02/12/2023	459200HU8	1,000,000.00	IBM Corp Note 3.625% Due 2/12/2024	0.000		18,125.00	0.00	18,125.00	0.00
Interest	02/14/2023	88579YBB6	500,000.00	3M Co. Callable Note Cont 1/14/2024 3.25% Due 2/14/2024	0.000		8,125.00	0.00	8,125.00	0.00
Interest	02/15/2023	742718EB1	500,000.00	Procter & Gamble Co Note 3.1% Due 8/15/2023	0.000		7,750.00	0.00	7,750.00	0.00
Interest	02/15/2023	912828D56	1,000,000.00	US Treasury Note 2.375% Due 8/15/2024	0.000		11,875.00	0.00	11,875.00	0.00
Interest	02/15/2023	912828Z86	1,250,000.00	US Treasury Note 1.375% Due 2/15/2023	0.000		8,593.75	0.00	8,593.75	0.00
Interest	02/17/2023	3130AJ7E3	1,200,000.00	FHLB Note 1.375% Due 2/17/2023	0.000		8,250.00	0.00	8,250.00	0.00

Transaction Ledger

As of February 28, 2023



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
OTHER TRANSACTIONS										
Interest	02/25/2023	89236THA6	700,000.00	Toyota Motor Credit Corp Note 1.35% Due 8/25/2023	0.000		4,725.00	0.00	4,725.00	0.00
Interest	02/28/2023	9128282D1	1,250,000.00	US Treasury Note 1.375% Due 8/31/2023	0.000		8,593.75	0.00	8,593.75	0.00
Interest	02/28/2023	91282CAJ0	1,200,000.00	US Treasury Note 0.25% Due 8/31/2025	0.000		1,500.00	0.00	1,500.00	0.00
Interest	02/28/2023	91282CBQ3	500,000.00	US Treasury Note 0.5% Due 2/28/2026	0.000		1,250.00	0.00	1,250.00	0.00
Subtotal			10,700,000.00				103,162.50	0.00	103,162.50	0.00
Dividend	02/01/2023	31846V807	4,000,710.52	First American Treasury MMF Class Y	0.000		11,494.99	0.00	11,494.99	0.00
Subtotal			4,000,710.52				11,494.99	0.00	11,494.99	0.00
TOTAL OTHER TRANSACTIONS			14,700,710.52				114,657.49	0.00	114,657.49	0.00

Income Earned

As of February 28, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
FIXED INCOME						
02665WDH1	American Honda Finance Note 1.95% Due 05/10/2023	05/05/2021 05/05/2021 1,000,000.00	1,004,201.33 0.00 0.00 1,003,000.95	4,387.50 0.00 6,012.50 1,625.00	0.00 1,200.38 (1,200.38) 424.62	424.62
037833AK6	Apple Inc Note 2.4% Due 05/03/2023	09/19/2019 09/19/2019 500,000.00	500,473.59 0.00 0.00 500,327.87	2,933.33 0.00 3,933.33 1,000.00	0.00 145.72 (145.72) 854.28	854.28
05593AAC3	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	Various 02/15/2023 435,000.00	0.00 435,745.64 0.00 435,732.07	0.00 0.00 997.60 997.60	0.03 13.60 (13.57) 984.03	984.03
06051GHF9	Bank of America Corp Callable Note 1X 3/5/2023 3.55% Due 03/05/2024	07/21/2020 07/21/2020 500,000.00	510,687.04 0.00 0.00 509,935.19	7,198.61 0.00 8,677.78 1,479.17	0.00 751.85 (751.85) 727.32	727.32
14912L5X5	Caterpillar Finance Serv Corp Note 3.75% Due 11/24/2023	05/05/2021 05/05/2021 1,000,000.00	1,027,407.76 0.00 0.00 1,024,815.13	6,979.17 0.00 10,104.17 3,125.00	0.00 2,592.63 (2,592.63) 532.37	532.37
166764BW9	Chevron Corp Callable Note Cont 4/11/2025 1.554% Due 05/11/2025	05/12/2022 05/12/2022 700,000.00	675,274.34 0.00 0.00 676,108.46	2,417.33 0.00 3,323.83 906.50	834.12 0.00 834.12 1,740.62	1,740.62
17325FAS7	Citibank Callable Note Cont 12/23/2023 3.65% Due 01/23/2024	05/19/2021 05/19/2021 500,000.00	515,080.00 0.00 0.00 513,893.93	405.56 0.00 1,926.39 1,520.83	0.00 1,186.07 (1,186.07) 334.76	334.76
24422EVN6	John Deere Capital Corp Note 0.45% Due 01/17/2024	05/05/2021 05/05/2021 1,000,000.00	1,000,436.17 0.00 0.00 1,000,401.28	175.00 0.00 550.00 375.00	0.00 34.89 (34.89) 340.11	340.11
3130AJ7E3	FHLB Note Due 02/17/2023	03/11/2022 03/11/2022 0.00	1,200,079.21 0.00 1,200,000.00 0.00	7,516.67 8,250.00 0.00 733.33	0.00 79.21 (79.21) 654.12	654.12

Income Earned

As of February 28, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
3130AMQ8	FHLB Callable Note Qtrly 12/23/2021 0.35% Due 04/23/2024	06/23/2021 06/23/2021 1,000,000.00	1,000,000.00 0.00 0.00 1,000,000.00	369.44 0.00 661.11 291.67	0.00 0.00 0.00 291.67	291.67
3130ATH7	FHLB Note 4.375% Due 09/12/2025	10/06/2022 10/06/2022 1,300,000.00	1,302,811.27 0.00 0.00 1,302,728.76	19,432.29 0.00 24,171.88 4,739.59	0.00 82.51 (82.51) 4,657.08	4,657.08
3130ATUC9	FHLB Note 4.5% Due 12/12/2025	02/13/2023 02/14/2023 1,000,000.00	0.00 1,004,720.00 0.00 1,004,651.40	0.00 (12,625.00) 14,750.00 2,125.00	0.00 68.60 (68.60) 2,056.40	2,056.40
3133EMWV0	FFCB Note 0.35% Due 04/22/2024	05/03/2021 05/03/2021 1,000,000.00	1,000,000.00 0.00 0.00 1,000,000.00	962.50 0.00 1,254.17 291.67	0.00 0.00 0.00 291.67	291.67
3133EMYR7	FFCB Callable Note Cont 5/6/2022 0.375% Due 05/06/2024	05/06/2021 05/06/2021 1,000,000.00	1,000,000.00 0.00 0.00 1,000,000.00	885.42 0.00 1,197.92 312.50	0.00 0.00 0.00 312.50	312.50
3133EPBF1	Federal Farm Credit Bank Note 4.875% Due 08/21/2024	02/15/2023 02/21/2023 1,000,000.00	0.00 998,490.00 0.00 998,512.08	0.00 0.00 1,354.17 1,354.17	22.08 0.00 22.08 1,376.25	1,376.25
3135G0U43	FNMA Note 2.875% Due 09/12/2023	09/26/2019 09/26/2019 1,000,000.00	1,007,328.52 0.00 0.00 1,006,408.35	11,100.69 0.00 13,496.53 2,395.84	0.00 920.17 (920.17) 1,475.67	1,475.67
3135G0V34	FNMA Note 2.5% Due 02/05/2024	10/24/2019 10/24/2019 600,000.00	605,013.40 0.00 0.00 604,632.98	7,333.33 7,500.00 1,083.33 1,250.00	0.00 380.42 (380.42) 869.58	869.58
3135G0V75	FNMA Note 1.75% Due 07/02/2024	11/05/2019 11/05/2019 750,000.00	751,041.52 0.00 0.00 750,985.12	1,057.29 0.00 2,151.04 1,093.75	0.00 56.40 (56.40) 1,037.35	1,037.35

Income Earned

As of February 28, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
3136G46B4	FNMA Callable Note Qtrly 01/26/2024 0.35% Due 04/26/2024	10/30/2020 10/30/2020 1,200,000.00	1,199,894.03 0.00 0.00 1,199,900.63	1,108.33 0.00 1,458.33 350.00	6.60 0.00 6.60 356.60	356.60
3137EAEQ8	FHLMC Note 0.375% Due 04/20/2023	12/23/2021 12/23/2021 1,250,000.00	1,249,713.15 0.00 0.00 1,249,816.12	1,315.10 0.00 1,705.73 390.63	102.97 0.00 102.97 493.60	493.60
43815JAC7	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 04/21/2027	02/16/2023 02/24/2023 120,000.00	0.00 119,977.70 0.00 119,977.80	0.00 0.00 117.60 117.60	0.10 0.00 0.10 117.70	117.70
459200HU8	IBM Corp Note 3.625% Due 02/12/2024	05/05/2021 05/05/2021 1,000,000.00	1,032,255.08 0.00 0.00 1,029,853.11	17,017.36 18,125.00 1,913.19 3,020.83	0.00 2,401.97 (2,401.97) 618.86	618.86
46647PAP1	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 04/23/2024	02/18/2021 02/18/2021 500,000.00	513,194.21 0.00 0.00 512,367.72	4,844.19 0.00 6,327.11 1,482.92	0.00 826.49 (826.49) 656.43	656.43
46647PBH8	JP Morgan Chase & Co Callable Note Mthly 3/13/2025 2.005% Due 03/13/2026	04/05/2022 04/05/2022 600,000.00	582,239.53 0.00 0.00 582,677.29	4,611.50 0.00 5,614.00 1,002.50	437.76 0.00 437.76 1,440.26	1,440.26
58768PAC8	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 08/16/2027	02/15/2023 02/17/2023 260,000.00	0.00 261,340.63 0.00 261,327.03	0.00 (75.26) 602.04 526.78	0.00 13.60 (13.60) 513.18	513.18
693475AV7	PNC Financial Services Callable Note Cont 12/23/2023 3.5% Due 01/23/2024	07/29/2019 07/29/2019 900,000.00	912,584.68 0.00 0.00 911,594.87	700.00 0.00 3,325.00 2,625.00	0.00 989.81 (989.81) 1,635.19	1,635.19
713448CM8	Pepsico Inc. Callable Note Cont 12/01/2023 3.6% Due 03/01/2024	06/23/2021 06/23/2021 500,000.00	515,031.78 0.00 0.00 513,963.53	7,500.00 0.00 9,000.00 1,500.00	0.00 1,068.25 (1,068.25) 431.75	431.75

Income Earned

As of February 28, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
717081DM2	Pfizer Inc. Note 3.4% Due 05/15/2024	09/27/2021 09/27/2021 500,000.00	518,135.32 0.00 0.00 517,052.61	3,588.89 0.00 5,005.56 1,416.67	0.00 1,082.71 (1,082.71) 333.96	333.96
742718EB1	Procter & Gamble Co Note 3.1% Due 08/15/2023	12/15/2021 12/15/2021 500,000.00	506,552.38 0.00 0.00 505,611.53	7,147.22 7,750.00 688.89 1,291.67	0.00 940.85 (940.85) 350.82	350.82
88579YBB6	3M Co. Callable Note Cont 1/14/2024 3.25% Due 02/14/2024	02/17/2021 02/17/2021 500,000.00	514,515.96 0.00 0.00 513,440.71	7,538.19 8,125.00 767.36 1,354.17	0.00 1,075.25 (1,075.25) 278.92	278.92
89236THA6	Toyota Motor Credit Corp Note 1.35% Due 08/25/2023	04/23/2021 04/23/2021 700,000.00	703,590.86 0.00 0.00 703,100.40	4,095.00 4,725.00 157.50 787.50	0.00 490.46 (490.46) 297.04	297.04
89236THU2	Toyota Motor Credit Corp Note 0.45% Due 01/11/2024	09/27/2021 09/27/2021 480,000.00	479,729.41 0.00 0.00 479,751.43	120.00 0.00 300.00 180.00	22.02 0.00 22.02 202.02	202.02
89239HAD0	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 09/15/2027	02/10/2023 02/14/2023 350,000.00	0.00 354,128.91 0.00 354,076.69	0.00 51.52 824.44 875.96	0.00 52.22 (52.22) 823.74	823.74
91159HHV5	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 02/05/2024	05/04/2021 05/04/2021 1,000,000.00	1,028,996.00 0.00 0.00 1,026,795.76	16,500.00 16,875.00 2,437.50 2,812.50	0.00 2,200.24 (2,200.24) 612.26	612.26
9128282D1	US Treasury Note 1.375% Due 08/31/2023	12/23/2021 12/23/2021 1,250,000.00	1,255,470.58 0.00 0.00 1,254,744.63	7,311.81 8,593.75 46.71 1,328.65	0.00 725.95 (725.95) 602.70	602.70
9128282Y5	US Treasury Note 2.125% Due 09/30/2024	08/25/2021 08/25/2021 1,000,000.00	1,027,776.27 0.00 0.00 1,026,494.99	7,239.01 0.00 8,873.63 1,634.62	0.00 1,281.28 (1,281.28) 353.34	353.34

Income Earned

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CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
9128285N6	US Treasury Note 2.875% Due 11/30/2025	07/15/2022 07/15/2022 500,000.00	496,829.52 0.00 0.00 496,915.46	2,487.98 0.00 3,593.75 1,105.77	85.94 0.00 85.94 1,191.71	1,191.71
9128286X3	US Treasury Note 2.125% Due 05/31/2026	09/30/2022 09/30/2022 500,000.00	469,111.15 0.00 0.00 469,822.99	1,838.94 0.00 2,656.25 817.31	711.84 0.00 711.84 1,529.15	1,529.15
912828D56	US Treasury Note 2.375% Due 08/15/2024	12/28/2021 12/28/2021 1,000,000.00	1,022,189.66 0.00 0.00 1,021,082.15	10,971.47 11,875.00 918.51 1,822.04	0.00 1,107.51 (1,107.51) 714.53	714.53
912828U57	US Treasury Note 2.125% Due 11/30/2023	10/31/2019 10/31/2019 650,000.00	652,335.29 0.00 0.00 652,118.77	2,390.63 0.00 3,453.13 1,062.50	0.00 216.52 (216.52) 845.98	845.98
912828YM6	US Treasury Note 1.5% Due 10/31/2024	12/28/2021 12/28/2021 1,000,000.00	1,009,173.70 0.00 0.00 1,008,771.09	3,853.59 0.00 5,013.81 1,160.22	0.00 402.61 (402.61) 757.61	757.61
912828YV6	US Treasury Note 1.5% Due 11/30/2024	09/10/2021 09/10/2021 700,000.00	712,990.56 0.00 0.00 712,446.05	1,817.31 0.00 2,625.00 807.69	0.00 544.51 (544.51) 263.18	263.18
912828Z86	US Treasury Note Due 02/15/2023	12/23/2021 12/23/2021 0.00	1,250,465.11 0.00 1,250,000.00 0.00	7,939.88 8,593.75 0.00 653.87	0.00 465.11 (465.11) 188.76	188.76
912828ZD5	US Treasury Note 0.5% Due 03/15/2023	12/28/2021 12/28/2021 1,000,000.00	1,000,030.01 0.00 0.00 1,000,010.00	1,919.89 0.00 2,306.63 386.74	0.00 20.01 (20.01) 366.73	366.73
91282CAJ0	US Treasury Note 0.25% Due 08/31/2025	06/30/2022 06/30/2022 1,200,000.00	1,115,348.12 0.00 0.00 1,117,864.31	1,276.24 1,500.00 8.15 231.91	2,516.19 0.00 2,516.19 2,748.10	2,748.10

Income Earned

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CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
91282CAM3	US Treasury Note 0.25% Due 09/30/2025	07/15/2022 07/15/2022 500,000.00	463,908.65 0.00 0.00 464,948.31	425.82 0.00 521.98 96.16	1,039.66 0.00 1,039.66 1,135.82	1,135.82
91282CAW1	US Treasury Note 0.25% Due 11/15/2023	05/03/2021 05/03/2021 1,000,000.00	1,000,037.36 0.00 0.00 1,000,033.71	538.67 0.00 732.04 193.37	0.00 3.65 (3.65) 189.72	189.72
91282CBA8	US Treasury Note 0.125% Due 12/15/2023	10/07/2021 10/07/2021 1,200,000.00	1,197,844.29 0.00 0.00 1,198,034.70	197.80 0.00 313.19 115.39	190.41 0.00 190.41 305.80	305.80
91282CBQ3	US Treasury Note 0.5% Due 02/28/2026	07/15/2022 07/15/2022 500,000.00	462,543.91 0.00 0.00 463,477.81	1,063.54 1,250.00 6.79 193.25	933.90 0.00 933.90 1,127.15	1,127.15
91282CBV2	US Treasury Note 0.375% Due 04/15/2024	05/03/2021 05/03/2021 1,000,000.00	1,000,478.59 0.00 0.00 1,000,448.07	1,122.94 0.00 1,411.40 288.46	0.00 30.52 (30.52) 257.94	257.94
91282CBW0	US Treasury Note 0.75% Due 04/30/2026	09/30/2022 09/30/2022 500,000.00	448,942.65 0.00 0.00 450,150.09	963.40 0.00 1,253.45 290.05	1,207.44 0.00 1,207.44 1,497.49	1,497.49
91282CCC3	US Treasury Note 0.25% Due 05/15/2024	05/17/2021 05/17/2021 1,000,000.00	998,661.74 0.00 0.00 998,741.64	538.67 0.00 732.04 193.37	79.90 0.00 79.90 273.27	273.27
91282CCJ8	US Treasury Note 0.875% Due 06/30/2026	09/30/2022 09/30/2022 500,000.00	448,704.39 0.00 0.00 449,858.03	386.74 0.00 725.14 338.40	1,153.64 0.00 1,153.64 1,492.04	1,492.04
91282CCK5	US Treasury Note 0.125% Due 06/30/2023	01/13/2022 01/13/2022 800,000.00	798,000.22 0.00 0.00 798,376.02	88.40 0.00 165.75 77.35	375.80 0.00 375.80 453.15	453.15

Income Earned

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CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
91282CCN9	US Treasury Note 0.125% Due 07/31/2023	01/13/2022 01/13/2022 1,000,000.00	996,747.25 0.00 0.00 997,253.23	3.45 0.00 100.14 96.69	505.98 0.00 505.98 602.67	602.67
91282CGC9	US Treasury Note 3.875% Due 12/31/2027	02/06/2023 02/07/2023 1,000,000.00	0.00 1,001,445.31 0.00 1,001,427.53	0.00 (4,067.68) 6,422.65 2,354.97	0.00 17.78 (17.78) 2,337.19	2,337.19
91282CGE5	US Treasury Note 3.875% Due 01/15/2026	02/06/2023 02/07/2023 1,000,000.00	0.00 992,929.69 0.00 993,074.65	0.00 (2,462.02) 4,816.99 2,354.97	144.96 0.00 144.96 2,499.93	2,499.93
931142DH3	Wal-Mart Stores Callable Note Cont 1/11/2023 2.55% Due 04/11/2023	09/19/2019 09/19/2019 500,000.00	500,485.92 0.00 0.00 500,288.73	3,895.83 0.00 4,958.33 1,062.50	0.00 197.19 (197.19) 865.31	865.31
			41,184,341.48	207,511.92	10,371.34	
			5,168,777.88	83,984.06	23,666.94	
			2,450,000.00	187,545.46	(13,295.60)	
Total Fixed Income		43,945,000.00	43,889,823.76	64,017.60	50,722.00	50,722.00
CASH & EQUIVALENT						
31846V807	First American Treasury MMF Class Y	Various Various 999,796.03	4,000,710.52 2,191,006.25 5,191,920.74 999,796.03	0.00 11,494.99 0.00 11,494.99	0.00 0.00 0.00 11,494.99	11,494.99

Income Earned

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CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
96130ASC3	Westpac Banking Corp NY Yankee CD 5.38% Due 02/16/2024	02/16/2023 02/17/2023 375,000.00	0.00 375,141.03 0.00 375,136.38	0.00 (56.04) 728.54 672.50	0.00 4.65 (4.65) 667.85	667.85
			4,000,710.52	0.00	0.00	
			2,566,147.28	11,438.95	4.65	
			5,191,920.74	728.54	(4.65)	
Total Cash & Equivalent		1,374,796.03	1,374,932.41	12,167.49	12,162.84	12,162.84
			45,185,052.00	207,511.92	10,371.34	
			7,734,925.16	95,423.01	23,671.59	
			7,641,920.74	188,274.00	(13,300.25)	
TOTAL PORTFOLIO		45,319,796.03	45,264,756.17	76,185.09	62,884.84	62,884.84

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Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
03/01/2023	Interest	713448CM8	500,000.00	Pepsico Inc. Callable Note Cont 12/01/2023 3.6% Due 3/1/2024	0.00	9,000.00	9,000.00
03/02/2023	Purchase	47800CAC0	680,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	-680,204.18	0.00	-680,204.18
03/02/2023	Sale	31846V807	680,204.18	First American Treasury MMF Class Y	680,204.18	0.00	680,204.18
03/05/2023	Interest	06051GHF9	500,000.00	Bank of America Corp Callable Note 1X 3/5/2023 3.55% Due 3/5/2024	0.00	8,875.00	8,875.00
03/12/2023	Interest	3130ATH7	1,300,000.00	FHLB Note 4.375% Due 9/12/2025	0.00	25,909.72	25,909.72
03/12/2023	Interest	3135G0U43	1,000,000.00	FNMA Note 2.875% Due 9/12/2023	0.00	14,375.00	14,375.00
03/13/2023	Interest	46647PBH8	600,000.00	JP Morgan Chase & Co Callable Note Mthly 3/13/2025 2.005% Due 3/13/2026	0.00	6,015.00	6,015.00
03/15/2023	Maturity	912828ZD5	1,000,000.00	US Treasury Note 0.5% Due 3/15/2023	1,000,000.00	2,500.00	1,002,500.00
03/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
03/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
03/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	453.60	453.60
03/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	2,494.00	2,494.00
03/31/2023	Interest	91282CAM3	500,000.00	US Treasury Note 0.25% Due 9/30/2025	0.00	625.00	625.00
03/31/2023	Interest	9128282Y5	1,000,000.00	US Treasury Note 2.125% Due 9/30/2024	0.00	10,625.00	10,625.00
MAR 2023					1,000,000.00	83,546.98	1,083,546.98
04/11/2023	Maturity	931142DH3	500,000.00	Wal-Mart Stores Callable Note Cont 1/11/2023 2.55% Due 4/11/2023	500,000.00	6,375.00	506,375.00
04/15/2023	Interest	91282CBV2	1,000,000.00	US Treasury Note 0.375% Due 4/15/2024	0.00	1,875.00	1,875.00

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Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
04/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
04/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 2022-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
04/20/2023	Maturity	3137EAEQ8	1,250,000.00	FHLMC Note 0.375% Due 4/20/2023	1,250,000.00	2,343.75	1,252,343.75
04/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
04/22/2023	Interest	3133EMWV0	1,000,000.00	FFCB Note 0.35% Due 4/22/2024	0.00	1,750.00	1,750.00
04/23/2023	Interest	46647PAP1	500,000.00	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	0.00	8,897.50	8,897.50
04/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
04/26/2023	Interest	3136G46B4	1,200,000.00	FNMA Callable Note Qtrly 01/26/2024 0.35% Due 4/26/2024	0.00	2,100.00	2,100.00
04/30/2023	Interest	912828YM6	1,000,000.00	US Treasury Note 1.5% Due 10/31/2024	0.00	7,500.00	7,500.00
04/30/2023	Interest	91282CBW0	500,000.00	US Treasury Note 0.75% Due 4/30/2026	0.00	1,875.00	1,875.00
APR 2023					1,750,000.00	37,765.41	1,787,765.41
05/03/2023	Maturity	037833AK6	500,000.00	Apple Inc Note 2.4% Due 5/3/2023	500,000.00	6,000.00	506,000.00
05/06/2023	Interest	3133EMYR7	1,000,000.00	FFCB Callable Note Cont 5/6/2022 0.375% Due 5/6/2024	0.00	1,875.00	1,875.00
05/10/2023	Maturity	02665WDH1	1,000,000.00	American Honda Finance Note 1.95% Due 5/10/2023	1,000,000.00	9,750.00	1,009,750.00
05/11/2023	Interest	166764BW9	700,000.00	Chevron Corp Callable Note Cont 4/11/2025 1.554% Due 5/11/2025	0.00	5,439.00	5,439.00
05/15/2023	Interest	91282CCC3	1,000,000.00	US Treasury Note 0.25% Due 5/15/2024	0.00	1,250.00	1,250.00
05/15/2023	Interest	91282CAW1	1,000,000.00	US Treasury Note 0.25% Due 11/15/2023	0.00	1,250.00	1,250.00

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Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
05/15/2023	Interest	717081DM2	500,000.00	Pfizer Inc. Note 3.4% Due 5/15/2024	0.00	8,500.00	8,500.00
05/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
05/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
05/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
05/24/2023	Interest	14912L5X5	1,000,000.00	Caterpillar Finance Serv Corp Note 3.75% Due 11/24/2023	0.00	18,750.00	18,750.00
05/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
05/31/2023	Interest	9128286X3	500,000.00	US Treasury Note 2.125% Due 5/31/2026	0.00	5,312.50	5,312.50
05/31/2023	Interest	9128285N6	500,000.00	US Treasury Note 2.875% Due 11/30/2025	0.00	7,187.50	7,187.50
05/31/2023	Interest	912828YV6	700,000.00	US Treasury Note 1.5% Due 11/30/2024	0.00	5,250.00	5,250.00
05/31/2023	Interest	912828U57	650,000.00	US Treasury Note 2.125% Due 11/30/2023	0.00	6,906.25	6,906.25
MAY 2023					1,500,000.00	82,519.41	1,582,519.41
06/05/2023	Interest	06051GHF9	500,000.00	Bank of America Corp Callable Note 1X 3/5/2023 3.55% Due 3/5/2024	0.00	7,399.24	7,399.24
06/12/2023	Interest	3130ATUC9	1,000,000.00	FHLB Note 4.5% Due 12/12/2025	0.00	27,375.00	27,375.00
06/15/2023	Interest	91282CBA8	1,200,000.00	US Treasury Note 0.125% Due 12/15/2023	0.00	750.00	750.00
06/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
06/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
06/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00

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Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
06/23/2023	Interest	3130AMQQ8	1,000,000.00	FHLB Callable Note Qtrly 12/23/2021 0.35% Due 4/23/2024	0.00	1,750.00	1,750.00
06/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
06/30/2023	Interest	91282CGC9	1,000,000.00	US Treasury Note 3.875% Due 12/31/2027	0.00	19,375.00	19,375.00
06/30/2023	Interest	91282CCJ8	500,000.00	US Treasury Note 0.875% Due 6/30/2026	0.00	2,187.50	2,187.50
06/30/2023	Maturity	91282CCK5	800,000.00	US Treasury Note 0.125% Due 6/30/2023	800,000.00	500.00	800,500.00
JUN 2023					800,000.00	64,385.90	864,385.90
07/02/2023	Interest	3135G0V75	750,000.00	FNMA Note 1.75% Due 7/2/2024	0.00	6,562.50	6,562.50
07/11/2023	Interest	89236THU2	480,000.00	Toyota Motor Credit Corp Note 0.45% Due 1/11/2024	0.00	1,080.00	1,080.00
07/15/2023	Interest	91282CGE5	1,000,000.00	US Treasury Note 3.875% Due 1/15/2026	0.00	19,375.00	19,375.00
07/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
07/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
07/17/2023	Interest	24422EVN6	1,000,000.00	John Deere Capital Corp Note 0.45% Due 1/17/2024	0.00	2,250.00	2,250.00
07/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
07/23/2023	Interest	17325FAS7	500,000.00	Citibank Callable Note Cont 12/23/2023 3.65% Due 1/23/2024	0.00	9,125.00	9,125.00
07/23/2023	Interest	46647PAP1	500,000.00	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	0.00	6,269.81	6,269.81
07/23/2023	Interest	693475AV7	900,000.00	PNC Financial Services Callable Note Cont 12/23/2023 3.5% Due 1/23/2024	0.00	15,750.00	15,750.00
07/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50

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As of February 28, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
07/31/2023	Maturity	91282CCN9	1,000,000.00	US Treasury Note 0.125% Due 7/31/2023	1,000,000.00	625.00	1,000,625.00
JUL 2023					1,000,000.00	66,086.47	1,066,086.47
08/05/2023	Interest	3135G0V34	600,000.00	FNMA Note 2.5% Due 2/5/2024	0.00	7,500.00	7,500.00
08/05/2023	Interest	91159HHV5	1,000,000.00	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 2/5/2024	0.00	16,875.00	16,875.00
08/12/2023	Interest	459200HU8	1,000,000.00	IBM Corp Note 3.625% Due 2/12/2024	0.00	18,125.00	18,125.00
08/14/2023	Interest	88579YBB6	500,000.00	3M Co. Callable Note Cont 1/14/2024 3.25% Due 2/14/2024	0.00	8,125.00	8,125.00
08/15/2023	Interest	912828D56	1,000,000.00	US Treasury Note 2.375% Due 8/15/2024	0.00	11,875.00	11,875.00
08/15/2023	Maturity	742718EB1	500,000.00	Procter & Gamble Co Note 3.1% Due 8/15/2023	500,000.00	7,750.00	507,750.00
08/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
08/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
08/21/2023	Interest	3133EPBF1	1,000,000.00	Federal Farm Credit Bank Note 4.875% Due 8/21/2024	0.00	24,375.00	24,375.00
08/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
08/25/2023	Maturity	89236THA6	700,000.00	Toyota Motor Credit Corp Note 1.35% Due 8/25/2023	700,000.00	4,725.00	704,725.00
08/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
08/31/2023	Interest	91282CAJ0	1,200,000.00	US Treasury Note 0.25% Due 8/31/2025	0.00	1,500.00	1,500.00
08/31/2023	Interest	91282CBQ3	500,000.00	US Treasury Note 0.5% Due 2/28/2026	0.00	1,250.00	1,250.00
08/31/2023	Maturity	912828D1	1,250,000.00	US Treasury Note 1.375% Due 8/31/2023	1,250,000.00	8,593.75	1,258,593.75

Cash Flow Report

As of February 28, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
AUG 2023					2,450,000.00	115,742.91	2,565,742.91
09/01/2023	Interest	713448CM8	500,000.00	Pepsico Inc. Callable Note Cont 12/01/2023 3.6% Due 3/1/2024	0.00	9,000.00	9,000.00
09/05/2023	Interest	06051GHF9	500,000.00	Bank of America Corp Callable Note 1X 3/5/2023 3.55% Due 3/5/2024	0.00	7,479.38	7,479.38
09/12/2023	Interest	3130ATH7	1,300,000.00	FHLB Note 4.375% Due 9/12/2025	0.00	28,437.50	28,437.50
09/12/2023	Maturity	3135G0U43	1,000,000.00	FNMA Note 2.875% Due 9/12/2023	1,000,000.00	14,375.00	1,014,375.00
09/13/2023	Interest	46647PBH8	600,000.00	JP Morgan Chase & Co Callable Note Mthly 3/13/2025 2.005% Due 3/13/2026	0.00	6,015.00	6,015.00
09/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
09/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
09/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
09/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
09/30/2023	Interest	91282CAM3	500,000.00	US Treasury Note 0.25% Due 9/30/2025	0.00	625.00	625.00
09/30/2023	Interest	9128282Y5	1,000,000.00	US Treasury Note 2.125% Due 9/30/2024	0.00	10,625.00	10,625.00
SEP 2023					1,000,000.00	81,606.04	1,081,606.04
10/15/2023	Interest	91282CBV2	1,000,000.00	US Treasury Note 0.375% Due 4/15/2024	0.00	1,875.00	1,875.00
10/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
10/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
10/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00

Cash Flow Report

As of February 28, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
10/22/2023	Interest	3133EMWV0	1,000,000.00	FFCB Note 0.35% Due 4/22/2024	0.00	1,750.00	1,750.00
10/23/2023	Interest	46647PAP1	500,000.00	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	0.00	6,338.71	6,338.71
10/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
10/26/2023	Interest	3136G46B4	1,200,000.00	FNMA Callable Note Qtrly 01/26/2024 0.35% Due 4/26/2024	0.00	2,100.00	2,100.00
10/31/2023	Interest	912828YM6	1,000,000.00	US Treasury Note 1.5% Due 10/31/2024	0.00	7,500.00	7,500.00
10/31/2023	Interest	91282CBW0	500,000.00	US Treasury Note 0.75% Due 4/30/2026	0.00	1,875.00	1,875.00
OCT 2023					0.00	26,487.87	26,487.87
11/06/2023	Interest	3133EMYR7	1,000,000.00	FFCB Callable Note Cont 5/6/2022 0.375% Due 5/6/2024	0.00	1,875.00	1,875.00
11/11/2023	Interest	166764BW9	700,000.00	Chevron Corp Callable Note Cont 4/11/2025 1.554% Due 5/11/2025	0.00	5,439.00	5,439.00
11/15/2023	Interest	91282CCC3	1,000,000.00	US Treasury Note 0.25% Due 5/15/2024	0.00	1,250.00	1,250.00
11/15/2023	Interest	717081DM2	500,000.00	Pfizer Inc. Note 3.4% Due 5/15/2024	0.00	8,500.00	8,500.00
11/15/2023	Maturity	91282CAW1	1,000,000.00	US Treasury Note 0.25% Due 11/15/2023	1,000,000.00	1,250.00	1,001,250.00
11/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
11/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
11/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
11/24/2023	Maturity	14912L5X5	1,000,000.00	Caterpillar Finance Serv Corp Note 3.75% Due 11/24/2023	1,000,000.00	18,750.00	1,018,750.00
11/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50

Cash Flow Report

As of February 28, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
11/30/2023	Interest	9128285N6	500,000.00	US Treasury Note 2.875% Due 11/30/2025	0.00	7,187.50	7,187.50
11/30/2023	Interest	9128286X3	500,000.00	US Treasury Note 2.125% Due 5/31/2026	0.00	5,312.50	5,312.50
11/30/2023	Interest	912828YV6	700,000.00	US Treasury Note 1.5% Due 11/30/2024	0.00	5,250.00	5,250.00
11/30/2023	Maturity	912828U57	650,000.00	US Treasury Note 2.125% Due 11/30/2023	650,000.00	6,906.25	656,906.25
NOV 2023					2,650,000.00	66,769.41	2,716,769.41
12/05/2023	Interest	06051GHF9	500,000.00	Bank of America Corp Callable Note 1X 3/5/2023 3.55% Due 3/5/2024	0.00	7,398.09	7,398.09
12/12/2023	Interest	3130ATUC9	1,000,000.00	FHLB Note 4.5% Due 12/12/2025	0.00	22,500.00	22,500.00
12/15/2023	Maturity	91282CBA8	1,200,000.00	US Treasury Note 0.125% Due 12/15/2023	1,200,000.00	750.00	1,200,750.00
12/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
12/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 2022-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
12/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
12/23/2023	Interest	3130AMQQ8	1,000,000.00	FHLB Callable Note Qtrly 12/23/2021 0.35% Due 4/23/2024	0.00	1,750.00	1,750.00
12/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
12/31/2023	Interest	91282CCJ8	500,000.00	US Treasury Note 0.875% Due 6/30/2026	0.00	2,187.50	2,187.50
12/31/2023	Interest	91282CGC9	1,000,000.00	US Treasury Note 3.875% Due 12/31/2027	0.00	19,375.00	19,375.00
DEC 2023					1,200,000.00	59,009.75	1,259,009.75
01/02/2024	Interest	3135G0V75	750,000.00	FNMA Note 1.75% Due 7/2/2024	0.00	6,562.50	6,562.50
01/11/2024	Maturity	89236THU2	480,000.00	Toyota Motor Credit Corp Note 0.45% Due 1/11/2024	480,000.00	1,080.00	481,080.00

Cash Flow Report

As of February 28, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
01/15/2024	Interest	91282CGE5	1,000,000.00	US Treasury Note 3.875% Due 1/15/2026	0.00	19,375.00	19,375.00
01/15/2024	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
01/15/2024	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
01/17/2024	Maturity	24422EVN6	1,000,000.00	John Deere Capital Corp Note 0.45% Due 1/17/2024	1,000,000.00	2,250.00	1,002,250.00
01/21/2024	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
01/23/2024	Interest	46647PAP1	500,000.00	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	0.00	6,338.71	6,338.71
01/23/2024	Maturity	693475AV7	900,000.00	PNC Financial Services Callable Note Cont 12/23/2023 3.5% Due 1/23/2024	900,000.00	15,750.00	915,750.00
01/23/2024	Maturity	17325FAS7	500,000.00	Citibank Callable Note Cont 12/23/2023 3.65% Due 1/23/2024	500,000.00	9,125.00	509,125.00
01/25/2024	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
JAN 2024					2,880,000.00	65,530.37	2,945,530.37
02/05/2024	Maturity	91159HHV5	1,000,000.00	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 2/5/2024	1,000,000.00	16,875.00	1,016,875.00
02/05/2024	Maturity	3135G0V34	600,000.00	FNMA Note 2.5% Due 2/5/2024	600,000.00	7,500.00	607,500.00
02/12/2024	Maturity	459200HU8	1,000,000.00	IBM Corp Note 3.625% Due 2/12/2024	1,000,000.00	18,125.00	1,018,125.00
02/14/2024	Maturity	88579YBB6	500,000.00	3M Co. Callable Note Cont 1/14/2024 3.25% Due 2/14/2024	500,000.00	8,125.00	508,125.00
02/15/2024	Interest	912828D56	1,000,000.00	US Treasury Note 2.375% Due 8/15/2024	0.00	11,875.00	11,875.00
02/15/2024	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
02/15/2024	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83

Cash Flow Report

As of February 28, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
02/16/2024	Maturity	96130ASC3	375,000.00	Westpac Banking Corp NY Yankee CD 5.38% Due 2/16/2024	375,000.00	20,455.21	395,455.21
02/21/2024	Interest	3133EPBF1	1,000,000.00	Federal Farm Credit Bank Note 4.875% Due 8/21/2024	0.00	24,375.00	24,375.00
02/21/2024	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
02/25/2024	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
FEB 2024					3,475,000.00	112,379.37	3,587,379.37
TOTAL					19,705,000.00	861,829.89	20,566,829.89



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Valuation: Prices are provided by IDC, an independent pricing source. In the event IDC does not provide a price or if the price provided is not reflective of fair market value, Chandler will obtain pricing from an alternative approved third party pricing source in accordance with our written valuation policy and procedures. Our valuation procedures are also disclosed in Item 5 of our Form ADV Part 2A.

Performance: Performance results are presented gross-of-advisory fees and represent the client's Total Return. The deduction of advisory fees lowers performance results. These results include the reinvestment of dividends and other earnings. Past performance may not be indicative of future results. Therefore, clients should not assume that future performance of any specific investment or investment strategy will be profitable or equal to past performance levels. All investment strategies have the potential for profit or loss. Economic factors, market conditions or changes in investment strategies, contributions or withdrawals may materially alter the performance and results of your portfolio.

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Ratings: Ratings information have been provided by Moody's, S&P and Fitch through data feeds we believe to be reliable as of the date of this statement, however we cannot guarantee its accuracy.

Security level ratings for U.S. Agency issued mortgage-backed securities ("MBS") reflect the issuer rating because the securities themselves are not rated. The issuing U.S. Agency guarantees the full and timely payment of both principal and interest and carries a AA+/Aaa/AAA by S&P, Moody's and Fitch respectively.



Benchmark Index	Disclosure
ICE BofA 1-3 Yr US Treasury & Agency Index	The ICE BofA 1-3 Year US Treasury & Agency Index tracks the performance of US dollar denominated US Treasury and nonsubordinated US agency debt issued in the US domestic market. Qualifying securities must have an investment grade rating (based on an average of Moody's, S&P and Fitch). Qualifying securities must have at least one year remaining term to final maturity and less than three years remaining term to final maturity, at least 18 months to maturity at time of issuance, a fixed coupon schedule, and a minimum amount outstanding of \$1 billion for sovereigns and \$250 million for agencies.



City of San Rafael - Account #11045

MONTHLY ACCOUNT STATEMENT

MARCH 1, 2023 THROUGH MARCH 31, 2023

Chandler Team:

For questions about your account, please call (800) 317-4747,
or contact operations@chandlerasset.com

Custodian

US Bank
Alexander Bazan
(503) 402-5305

CHANDLER ASSET MANAGEMENT
chandlerasset.com

Information contained herein is confidential. We urge you to compare this statement to the one you receive from your qualified custodian. Please see Important Disclosures.



PORTFOLIO CHARACTERISTICS

Average Modified Duration	1.30
Average Coupon	2.33%
Average Purchase YTM	2.12%
Average Market YTM	4.59%
Average S&P/Moody Rating	AA/Aa1
Average Final Maturity	1.46 yrs
Average Life	1.37 yrs

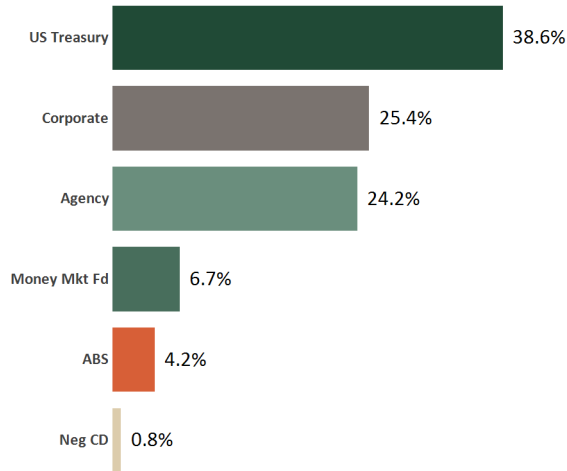
ACCOUNT SUMMARY

	Beg. Values as of 2/28/23	End Values as of 3/31/23
Market Value	43,870,229	44,363,095
Accrued Interest	188,274	176,617
Total Market Value	44,058,503	44,539,712
Income Earned	62,885	74,144
Cont/WD		-3,543
Par	45,319,796	45,417,302
Book Value	45,264,756	45,281,141
Cost Value	45,752,021	45,672,423

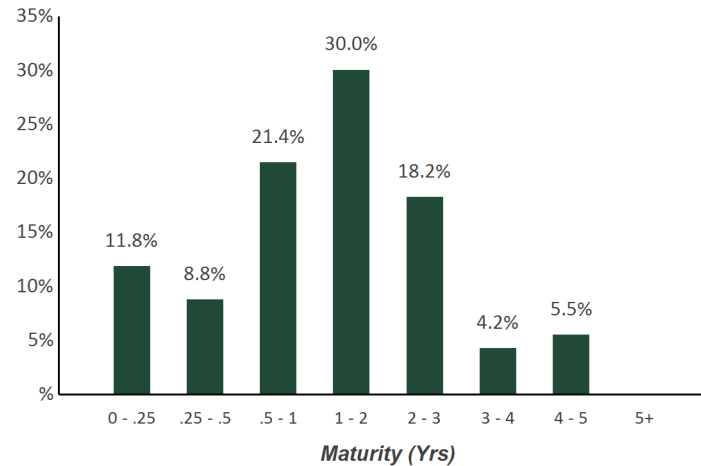
TOP ISSUERS

Government of United States	38.6%
Federal Home Loan Bank	9.9%
Federal National Mortgage Assoc	7.8%
First American Treasury MMF Cla	6.7%
Federal Farm Credit Bank	6.6%
Toyota Motor Corp	2.6%
JP Morgan Chase & Co	2.4%
Honda Motor Corporation	2.3%
Total	76.8%

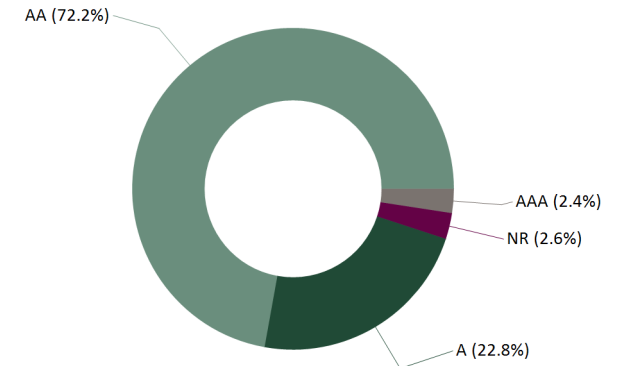
SECTOR ALLOCATION



MATURITY DISTRIBUTION



CREDIT QUALITY (S&P)



PERFORMANCE REVIEW

TOTAL RATE OF RETURN	Annualized									
	1M	3M	YTD	1YR	2YRS	3YRS	5YRS	10YRS	1/1/1900	
City of San Rafael	1.10%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
ICE BofA 1-3 Yr US Treasury & Agency Index	1.60%	1.55%	1.55%	0.19%	-1.33%	-0.81%	1.11%	0.82%	N/A	

Holdings Report

As of March 31, 2023



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
ABS									
05593AAC3	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	435,000.00	Various 5.11%	435,745.64 435,702.00	100.29 5.02%	436,268.03 374.10	0.98% 566.03	Aaa / AAA NR	2.66 1.51
43815JAC7	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	120,000.00	02/16/2023 5.10%	119,977.70 119,978.40	100.69 4.78%	120,822.96 168.00	0.27% 844.56	Aaa / NR AAA	4.06 2.19
58768PAC8	Mercedes-Benz Auto Receivables 2022- 1 A3 5.21% Due 8/16/2027	260,000.00	02/15/2023 5.02%	261,340.63 261,291.90	101.01 4.73%	262,637.18 602.04	0.59% 1,345.28	Aaa / AAA NR	4.38 1.86
89239HAD0	Toyota Auto Receivables Owner 2022- D A3 5.3% Due 9/15/2027	350,000.00	02/10/2023 4.82%	354,128.91 353,968.77	101.46 4.71%	355,105.45 824.44	0.80% 1,136.68	Aaa / NR AAA	4.46 2.22
47800CAC0	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	680,000.00	Various 5.05%	680,204.18 680,200.62	101.06 4.61%	687,184.28 2,744.37	1.55% 6,983.66	Aaa / NR AAA	4.63 2.30
Total ABS		1,845,000.00	5.02%	1,851,397.06 1,851,141.69	4.75%	1,862,017.90 4,712.95	4.19% 10,876.21	Aaa / AAA AAA	4.06 2.03
AGENCY									
3135G0U43	FNMA Note 2.875% Due 9/12/2023	1,000,000.00	09/26/2019 1.63%	1,047,553.22 1,005,389.58	99.10 4.93%	990,969.00 1,517.36	2.23% (14,420.58)	Aaa / AA+ AAA	0.45 0.44
3135G0V34	FNMA Note 2.5% Due 2/5/2024	600,000.00	10/24/2019 1.64%	621,262.80 604,211.80	98.10 4.82%	588,590.40 2,333.33	1.33% (15,621.40)	Aaa / AA+ AAA	0.85 0.82
3133EMWV0	FFCB Note 0.35% Due 4/22/2024	1,000,000.00	05/03/2021 0.35%	1,000,000.00 1,000,000.00	95.78 4.47%	957,823.00 1,545.83	2.15% (42,177.00)	Aaa / AA+ AAA	1.06 1.03
3130AMQQ8	FHLB Callable Note Qtrly 12/23/2021 0.35% Due 4/23/2024	1,000,000.00	06/23/2021 0.35%	1,000,000.00 1,000,000.00	95.45 4.78%	954,518.00 952.78	2.15% (45,482.00)	Aaa / AA+ NR	1.07 1.04
3136G46B4	FNMA Callable Note Qtrly 01/26/2024 0.35% Due 4/26/2024	1,200,000.00	10/30/2020 0.36%	1,199,700.00 1,199,907.93	95.42 4.79%	1,145,094.00 1,808.33	2.58% (54,813.93)	Aaa / AA+ AAA	1.07 1.04
3133EMYR7	FFCB Callable Note Cont 5/6/2022 0.375% Due 5/6/2024	1,000,000.00	05/06/2021 0.38%	1,000,000.00 1,000,000.00	95.36 4.76%	953,611.00 1,510.42	2.14% (46,389.00)	Aaa / AA+ AAA	1.10 1.07
3135G0V75	FNMA Note 1.75% Due 7/2/2024	750,000.00	11/05/2019 1.65%	753,426.75 750,922.66	96.48 4.67%	723,603.00 3,244.79	1.63% (27,319.66)	Aaa / AA+ AAA	1.26 1.21
3133EPBF1	Federal Farm Credit Bank Note 4.875% Due 8/21/2024	1,000,000.00	02/15/2023 4.98%	998,490.00 998,597.66	100.26 4.67%	1,002,620.00 5,416.67	2.26% 4,022.34	Aaa / AA+ AAA	1.39 1.32

Holdings Report

As of March 31, 2023



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
AGENCY									
3130AV7L0	Federal Home Loan Bank Note 5% Due 2/28/2025	1,100,000.00	03/02/2023 5.07%	1,098,548.00 1,098,605.84	101.32 4.27%	1,114,485.90 4,277.78	2.51% 15,880.06	Aaa / AA+ AAA	1.92 1.80
3130ATH7	FHLB Note 4.375% Due 9/12/2025	1,300,000.00	10/06/2022 4.29%	1,303,159.00 1,302,637.41	100.72 4.06%	1,309,318.40 3,001.74	2.95% 6,680.99	Aaa / AA+ NR	2.45 2.30
3130ATUC9	FHLB Note 4.5% Due 12/12/2025	1,000,000.00	02/13/2023 4.32%	1,004,720.00 1,004,509.61	100.75 4.20%	1,007,486.00 18,500.00	2.30% 2,976.39	Aaa / AA+ NR	2.70 2.47
Total Agency		10,950,000.00	2.36%	11,026,859.77 10,964,782.49	4.56%	10,748,118.70 44,109.03	24.23% (216,663.79)	Aaa / AA+ AAA	1.46 1.38
CORPORATE									
037833AK6	Apple Inc Note 2.4% Due 5/3/2023	500,000.00	09/19/2019 2.00%	506,880.00 500,166.54	99.82 4.44%	499,079.50 4,933.33	1.13% (1,087.04)	Aaa / AA+ NR	0.09 0.09
02665WDH1	American Honda Finance Note 1.95% Due 5/10/2023	1,000,000.00	05/05/2021 0.38%	1,031,510.00 1,001,671.96	99.67 4.94%	996,739.00 7,637.50	2.26% (4,932.96)	A3 / A- A	0.11 0.11
89236THA6	Toyota Motor Credit Corp Note 1.35% Due 8/25/2023	700,000.00	04/23/2021 0.43%	714,959.00 702,557.39	98.36 5.54%	688,494.10 945.00	1.55% (14,063.29)	A1 / A+ A+	0.40 0.39
14912L5X5	Caterpillar Finance Serv Corp Note 3.75% Due 11/24/2023	1,000,000.00	05/05/2021 0.35%	1,086,390.00 1,021,944.73	98.96 5.40%	989,583.00 13,229.17	2.25% (32,361.73)	A2 / A A	0.65 0.62
89236THU2	Toyota Motor Credit Corp Note 0.45% Due 1/11/2024	480,000.00	09/27/2021 0.51%	479,342.40 479,775.82	96.46 5.15%	463,019.52 480.00	1.04% (16,756.30)	A1 / A+ A+	0.78 0.76
24422EVN6	John Deere Capital Corp Note 0.45% Due 1/17/2024	1,000,000.00	05/05/2021 0.40%	1,001,230.00 1,000,362.64	96.67 4.77%	966,708.00 925.00	2.17% (33,654.64)	A2 / A A+	0.80 0.77
693475AV7	PNC Financial Services Callable Note Cont 12/23/2023 3.5% Due 1/23/2024	900,000.00	07/29/2019 1.99%	957,939.00 910,499.01	98.12 5.90%	883,073.70 5,950.00	2.00% (27,425.31)	A3 / A- A	0.82 0.78
17325FAS7	Citibank Callable Note Cont 12/23/2023 3.65% Due 1/23/2024	500,000.00	05/19/2021 0.53%	541,470.00 512,580.79	98.63 5.39%	493,142.50 3,447.22	1.11% (19,438.29)	Aa3 / A+ A+	0.82 0.78
91159HHV5	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 2/5/2024	1,000,000.00	05/04/2021 0.48%	1,079,130.00 1,024,359.78	98.09 5.72%	980,921.00 5,250.00	2.21% (43,438.78)	A2 / A+ A+	0.85 0.81
88579YBB6	3M Co. Callable Note Cont 1/14/2024 3.25% Due 2/14/2024	500,000.00	02/17/2021 0.43%	541,935.00 512,250.24	98.77 4.70%	493,857.50 2,121.53	1.11% (18,392.74)	A1 / A NR	0.88 0.84

Holdings Report

As of March 31, 2023



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
CORPORATE									
713448CM8	Pepsico Inc. Callable Note Cont 12/01/2023 3.6% Due 3/1/2024	500,000.00	06/23/2021 0.78%	537,465.00 512,780.83	98.87 4.88%	494,331.00 1,500.00	1.11% (18,449.83)	A1 / A+ NR	0.92 0.89
46647PAP1	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	500,000.00	02/18/2021 1.87%	534,240.00 511,452.69	99.89 5.08%	499,425.50 7,810.03	1.14% (12,027.19)	A1 / A- AA-	1.07 0.94
717081DM2	Pfizer Inc. Note 3.4% Due 5/15/2024	500,000.00	09/27/2021 0.55%	537,160.00 515,853.90	98.64 4.65%	493,217.00 6,422.22	1.12% (22,636.90)	A1 / A+ A	1.13 1.07
166764BW9	Chevron Corp Callable Note Cont 4/11/2025 1.554% Due 5/11/2025	700,000.00	05/12/2022 3.20%	667,380.00 677,031.95	94.30 4.41%	660,105.60 4,230.33	1.49% (16,926.35)	Aa2 / AA- NR	2.12 2.03
46647PBH8	JP Morgan Chase & Co Callable Note Mthly 3/13/2025 2.005% Due 3/13/2026	600,000.00	04/05/2022 4.14%	577,518.00 583,161.95	94.24 5.14%	565,469.40 601.50	1.27% (17,692.55)	A1 / A- AA-	2.95 1.87
69371RS49	Paccar Financial Corp Note 4.45% Due 3/30/2026	600,000.00	03/28/2023 4.47%	599,634.00 599,634.67	100.05 4.43%	600,300.60 74.17	1.35% 665.93	A1 / A+ NR	3.00 2.78
00440EAV9	Chubb INA Holdings Inc Callable Note Cont 2/3/2026 3.35% Due 5/3/2026	500,000.00	03/09/2023 5.09%	475,060.00 475,473.13	96.72 4.50%	483,576.50 6,886.11	1.10% 8,103.37	A3 / A A	3.09 2.85
Total Corporate		11,480,000.00	1.46%	11,869,242.40 11,541,558.02	5.06%	11,251,043.42 72,443.11	25.42% (290,514.60)	A1 / A A+	1.11 1.00
MONEY MARKET FUND									
31846V807	First American Treasury MMF Class Y	2,967,302.09	Various 4.40%	2,967,302.09 2,967,302.09	1.00 4.40%	2,967,302.09 0.00	6.66% 0.00	Aaa / AA+ AAA	0.00 0.00
Total Money Market Fund		2,967,302.09	4.40%	2,967,302.09 2,967,302.09	4.40%	2,967,302.09 0.00	6.66% 0.00	Aaa / AA+ AAA	0.00 0.00

Holdings Report

As of March 31, 2023



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
NEGOTIABLE CD									
96130ASC3	Westpac Banking Corp NY Yankee CD 5.38% Due 2/16/2024	375,000.00	02/16/2023 5.34%	375,141.03 375,124.37	100.06 5.28%	375,224.25 2,465.83	0.85% 99.88	P-1 / A-1+ F-1	0.88 0.86
Total Negotiable CD		375,000.00	5.34%	375,141.03 375,124.37	5.28%	375,224.25 2,465.83	0.85% 99.88	P-1 / A-1+ F-1	0.88 0.86
US TREASURY									
91282CCK5	US Treasury Note 0.125% Due 6/30/2023	800,000.00	01/13/2022 0.74%	792,846.43 798,792.08	98.91 4.51%	791,276.00 251.38	1.78% (7,516.08)	Aaa / AA+ AAA	0.25 0.25
91282CCN9	US Treasury Note 0.125% Due 7/31/2023	1,000,000.00	01/13/2022 0.79%	989,808.04 997,813.43	98.49 4.68%	984,883.00 207.18	2.21% (12,930.43)	Aaa / AA+ AAA	0.33 0.33
9128282D1	US Treasury Note 1.375% Due 8/31/2023	1,250,000.00	12/23/2021 0.61%	1,265,970.98 1,253,940.89	98.63 4.73%	1,232,861.25 1,494.57	2.77% (21,079.64)	Aaa / AA+ AAA	0.42 0.41
91282CAW1	US Treasury Note 0.25% Due 11/15/2023	1,000,000.00	05/03/2021 0.25%	1,000,120.54 1,000,029.68	97.25 4.77%	972,539.00 946.13	2.19% (27,490.68)	Aaa / AA+ AAA	0.63 0.61
912828U57	US Treasury Note 2.125% Due 11/30/2023	650,000.00	10/31/2019 1.67%	661,529.52 651,879.06	98.32 4.71%	639,081.95 4,629.46	1.45% (12,797.11)	Aaa / AA+ AAA	0.67 0.65
91282CBA8	US Treasury Note 0.125% Due 12/15/2023	1,200,000.00	10/07/2021 0.33%	1,194,566.52 1,198,245.51	96.86 4.68%	1,162,359.60 440.93	2.61% (35,885.91)	Aaa / AA+ AAA	0.71 0.69
91282CBV2	US Treasury Note 0.375% Due 4/15/2024	1,000,000.00	05/03/2021 0.33%	1,001,175.22 1,000,414.27	95.71 4.64%	957,148.00 1,730.77	2.15% (43,266.27)	Aaa / AA+ AAA	1.04 1.01
91282CCC3	US Treasury Note 0.25% Due 5/15/2024	1,000,000.00	05/17/2021 0.35%	996,878.35 998,830.09	95.36 4.53%	953,594.00 946.13	2.14% (45,236.09)	Aaa / AA+ AAA	1.13 1.10
912828D56	US Treasury Note 2.375% Due 8/15/2024	1,000,000.00	12/28/2021 0.91%	1,038,011.16 1,019,855.99	97.34 4.39%	973,359.00 2,952.35	2.19% (46,496.99)	Aaa / AA+ AAA	1.38 1.33
9128282Y5	US Treasury Note 2.125% Due 9/30/2024	1,000,000.00	08/25/2021 0.44%	1,051,800.23 1,025,076.44	96.85 4.32%	968,477.00 58.06	2.17% (56,599.44)	Aaa / AA+ AAA	1.50 1.45
912828YM6	US Treasury Note 1.5% Due 10/31/2024	1,000,000.00	12/28/2021 0.97%	1,014,925.23 1,008,325.35	95.80 4.27%	957,969.00 6,298.34	2.16% (50,356.35)	Aaa / AA+ AAA	1.59 1.53
912828YV6	US Treasury Note 1.5% Due 11/30/2024	700,000.00	09/10/2021 0.48%	722,889.06 711,843.19	95.64 4.23%	669,484.20 3,519.23	1.51% (42,358.99)	Aaa / AA+ AAA	1.67 1.61

Holdings Report

As of March 31, 2023



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
US TREASURY									
91282CAJ0	US Treasury Note 0.25% Due 8/31/2025	1,200,000.00	06/30/2022 3.15%	1,095,937.50 1,120,650.10	91.61 3.93%	1,099,266.00 260.87	2.47% (21,384.10)	Aaa / AA+ AAA	2.42 2.36
91282CAM3	US Treasury Note 0.25% Due 9/30/2025	500,000.00	07/15/2022 3.12%	456,445.31 466,099.38	91.51 3.84%	457,558.50 3.42	1.03% (8,540.88)	Aaa / AA+ AAA	2.50 2.45
9128285N6	US Treasury Note 2.875% Due 11/30/2025	500,000.00	07/15/2022 3.11%	496,212.61 497,010.60	97.47 3.88%	487,344.00 4,817.99	1.10% (9,666.60)	Aaa / AA+ AAA	2.67 2.51
91282CGE5	US Treasury Note 3.875% Due 1/15/2026	1,000,000.00	02/06/2023 4.13%	992,929.69 993,278.92	100.03 3.86%	1,000,313.00 8,135.36	2.26% 7,034.08	Aaa / AA+ AAA	2.80 2.60
91282CBQ3	US Treasury Note 0.5% Due 2/28/2026	500,000.00	07/15/2022 3.09%	455,839.84 464,511.77	90.89 3.83%	454,433.50 217.39	1.02% (10,078.27)	Aaa / AA+ AAA	2.92 2.84
91282CBW0	US Treasury Note 0.75% Due 4/30/2026	500,000.00	09/30/2022 4.17%	443,595.43 451,486.90	91.16 3.82%	455,820.50 1,574.59	1.03% 4,333.60	Aaa / AA+ AAA	3.08 2.98
9128286X3	US Treasury Note 2.125% Due 5/31/2026	500,000.00	09/30/2022 4.14%	465,958.71 470,611.10	95.04 3.80%	475,195.50 3,561.13	1.07% 4,584.40	Aaa / AA+ AAA	3.17 3.00
91282CCJ8	US Treasury Note 0.875% Due 6/30/2026	500,000.00	09/30/2022 4.15%	443,595.43 451,135.27	91.18 3.78%	455,918.00 1,099.79	1.03% 4,782.73	Aaa / AA+ AAA	3.25 3.14
91282CGC9	US Treasury Note 3.875% Due 12/31/2027	1,000,000.00	02/06/2023 3.84%	1,001,445.31 1,001,402.47	101.05 3.63%	1,010,508.00 9,741.02	2.29% 9,105.53	Aaa / AA+ AAA	4.76 4.27
Total US Treasury		17,800,000.00	1.64%	17,582,481.11 17,581,232.49	4.30%	17,159,389.00 52,886.09	38.64% (421,843.49)	Aaa / AA+ AAA	1.68 1.60
TOTAL PORTFOLIO		45,417,302.09	2.12%	45,672,423.46 45,281,141.15	4.59%	44,363,095.36 176,617.01	100.00% (918,045.79)	Aa1 / AA AAA	1.46 1.30
TOTAL MARKET VALUE PLUS ACCRUED						44,539,712.37			

Transaction Ledger

As of March 31, 2023



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
ACQUISITIONS										
Purchase	03/01/2023	31846V807	9,000.00	First American Treasury MMF Class Y	1.000	4.17%	9,000.00	0.00	9,000.00	0.00
Purchase	03/01/2023	31846V807	7,120.59	First American Treasury MMF Class Y	1.000	4.17%	7,120.59	0.00	7,120.59	0.00
Purchase	03/02/2023	47800CAC0	230,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	99.982	5.07%	229,958.09	0.00	229,958.09	0.00
Purchase	03/02/2023	47800CAC0	450,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	100.055	5.04%	450,246.09	0.00	450,246.09	0.00
Purchase	03/03/2023	3130AV7L0	1,100,000.00	Federal Home Loan Bank Note 5% Due 2/28/2025	99.868	5.07%	1,098,548.00	0.00	1,098,548.00	0.00
Purchase	03/03/2023	31846V807	145,846.27	First American Treasury MMF Class Y	1.000	4.17%	145,846.27	0.00	145,846.27	0.00
Purchase	03/05/2023	31846V807	8,875.00	First American Treasury MMF Class Y	1.000	4.17%	8,875.00	0.00	8,875.00	0.00
Purchase	03/05/2023	31846V807	500,000.00	First American Treasury MMF Class Y	1.000	4.17%	500,000.00	0.00	500,000.00	0.00
Purchase	03/12/2023	31846V807	40,284.72	First American Treasury MMF Class Y	1.000	4.17%	40,284.72	0.00	40,284.72	0.00
Purchase	03/13/2023	00440EAV9	500,000.00	Chubb INA Holdings Inc Callable Note Cont 2/3/2026 3.35% Due 5/3/2026	95.012	5.09%	475,060.00	6,048.61	481,108.61	0.00
Purchase	03/13/2023	31846V807	23,019.72	First American Treasury MMF Class Y	1.000	4.17%	23,019.72	0.00	23,019.72	0.00
Purchase	03/13/2023	31846V807	6,015.00	First American Treasury MMF Class Y	1.000	4.17%	6,015.00	0.00	6,015.00	0.00
Purchase	03/15/2023	31846V807	1,000,000.00	First American Treasury MMF Class Y	1.000	4.17%	1,000,000.00	0.00	1,000,000.00	0.00
Purchase	03/15/2023	31846V807	2,500.00	First American Treasury MMF Class Y	1.000	4.17%	2,500.00	0.00	2,500.00	0.00
Purchase	03/15/2023	31846V807	1,545.83	First American Treasury MMF Class Y	1.000	4.17%	1,545.83	0.00	1,545.83	0.00
Purchase	03/15/2023	31846V807	1,128.83	First American Treasury MMF Class Y	1.000	4.17%	1,128.83	0.00	1,128.83	0.00
Purchase	03/21/2023	31846V807	453.60	First American Treasury MMF Class Y	1.000	4.17%	453.60	0.00	453.60	0.00
Purchase	03/27/2023	31846V807	2,494.00	First American Treasury MMF Class Y	1.000	4.17%	2,494.00	0.00	2,494.00	0.00
Purchase	03/29/2023	31846V807	500,149.44	First American Treasury MMF Class Y	1.000	4.17%	500,149.44	0.00	500,149.44	0.00
Purchase	03/30/2023	69371RS49	600,000.00	Paccar Financial Corp Note 4.45% Due 3/30/2026	99.939	4.47%	599,634.00	0.00	599,634.00	0.00
Purchase	03/31/2023	31846V807	991,204.03	First American Treasury MMF Class Y	1.000	4.40%	991,204.03	0.00	991,204.03	0.00
Purchase	03/31/2023	31846V807	11,250.00	First American Treasury MMF Class Y	1.000	4.40%	11,250.00	0.00	11,250.00	0.00
Subtotal			6,130,887.03				6,104,333.21	6,048.61	6,110,381.82	0.00

Transaction Ledger

As of March 31, 2023



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
ACQUISITIONS										
Security Contribution	03/10/2023	31846V807	64.82	First American Treasury MMF Class Y	1.000		64.82	0.00	64.82	0.00
Subtotal			64.82				64.82	0.00	64.82	0.00
TOTAL ACQUISITIONS			6,130,951.85				6,104,398.03	6,048.61	6,110,446.64	0.00
DISPOSITIONS										
Sale	03/02/2023	31846V807	229,958.09	First American Treasury MMF Class Y	1.000	4.17%	229,958.09	0.00	229,958.09	0.00
Sale	03/02/2023	31846V807	450,246.09	First American Treasury MMF Class Y	1.000	4.17%	450,246.09	0.00	450,246.09	0.00
Sale	03/03/2023	3137EAEQ8	1,250,000.00	FHLMC Note 0.375% Due 4/20/2023	99.413	4.89%	1,242,662.50	1,731.77	1,244,394.27	-7,160.98
Sale	03/13/2023	931142DH3	500,000.00	Wal-Mart Stores Callable Note Cont 1/11/2023 2.55% Due 4/11/2023	99.749	5.73%	498,745.00	5,383.33	504,128.33	-1,459.23
Sale	03/29/2023	742718EB1	500,000.00	Procter & Gamble Co Note 3.1% Due 8/15/2023	99.651	4.02%	498,255.00	1,894.44	500,149.44	-6,415.67
Sale	03/30/2023	31846V807	599,634.00	First American Treasury MMF Class Y	1.000	4.40%	599,634.00	0.00	599,634.00	0.00
Sale	03/31/2023	459200HU8	1,000,000.00	IBM Corp Note 3.625% Due 2/12/2024	98.627	5.27%	986,270.00	4,934.03	991,204.03	-41,009.57
Subtotal			4,529,838.18				4,505,770.68	13,943.57	4,519,714.25	-56,045.45
Call	03/05/2023	06051GHF9	500,000.00	Bank of America Corp Callable Note 1X 3/5/2023Due 3/5/2024	100.000	5.71%	500,000.00	0.00	500,000.00	-9,827.78
Subtotal			500,000.00				500,000.00	0.00	500,000.00	-9,827.78
Paydown	03/15/2023	58768PAC8	0.00	Mercedes-Benz Auto Receivables 2022- 1 A3 5.21% Due 8/16/2027	100.000		0.00	1,128.83	1,128.83	0.00

Transaction Ledger

As of March 31, 2023



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
DISPOSITIONS										
Paydown	03/15/2023	89239HAD0	0.00	Toyota Auto Receivables Owner 2022-D A3 5.3% Due 9/15/2027	100.000		0.00	1,545.83	1,545.83	0.00
Paydown	03/21/2023	43815JAC7	0.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	100.000		0.00	453.60	453.60	0.00
Paydown	03/27/2023	05593AAC3	0.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	100.000		0.00	2,494.00	2,494.00	0.00
Subtotal			0.00				0.00	5,622.26	5,622.26	0.00
Maturity	03/15/2023	912828ZD5	1,000,000.00	US Treasury Note 0.5% Due 3/15/2023	100.000		1,000,000.00	0.00	1,000,000.00	0.00
Subtotal			1,000,000.00				1,000,000.00	0.00	1,000,000.00	0.00
Security Withdrawal	03/06/2023	31846V807	3,357.61	First American Treasury MMF Class Y	1.000		3,357.61	0.00	3,357.61	0.00
Security Withdrawal	03/27/2023	31846V807	250.00	First American Treasury MMF Class Y	1.000		250.00	0.00	250.00	0.00
Subtotal			3,607.61				3,607.61	0.00	3,607.61	0.00
TOTAL DISPOSITIONS			6,033,445.79				6,009,378.29	19,565.83	6,028,944.12	-65,873.23

OTHER TRANSACTIONS										
Interest	03/01/2023	713448CM8	500,000.00	Pepsico Inc. Callable Note Cont 12/01/2023 3.6% Due 3/1/2024	0.000		9,000.00	0.00	9,000.00	0.00
Interest	03/05/2023	06051GHF9	500,000.00	Bank of America Corp Callable Note 1X 3/5/2023Due 3/5/2024	0.000		8,875.00	0.00	8,875.00	0.00
Interest	03/12/2023	3130ATH7	1,300,000.00	FHLB Note 4.375% Due 9/12/2025	0.000		25,909.72	0.00	25,909.72	0.00
Interest	03/12/2023	3135G0U43	1,000,000.00	FNMA Note 2.875% Due 9/12/2023	0.000		14,375.00	0.00	14,375.00	0.00

Transaction Ledger

As of March 31, 2023



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
OTHER TRANSACTIONS										
Interest	03/13/2023	46647PBH8	600,000.00	JP Morgan Chase & Co Callable Note Mthly 3/13/2025 2.005% Due 3/13/2026	0.000		6,015.00	0.00	6,015.00	0.00
Interest	03/15/2023	912828ZD5	1,000,000.00	US Treasury Note 0.5% Due 3/15/2023	0.000		2,500.00	0.00	2,500.00	0.00
Interest	03/31/2023	9128282Y5	1,000,000.00	US Treasury Note 2.125% Due 9/30/2024	0.000		10,625.00	0.00	10,625.00	0.00
Interest	03/31/2023	91282CAM3	500,000.00	US Treasury Note 0.25% Due 9/30/2025	0.000		625.00	0.00	625.00	0.00
Subtotal			6,400,000.00				77,924.72	0.00	77,924.72	0.00
Dividend	03/01/2023	31846V807	328,591.85	First American Treasury MMF Class Y	0.000		7,120.59	0.00	7,120.59	0.00
Subtotal			328,591.85				7,120.59	0.00	7,120.59	0.00
TOTAL OTHER TRANSACTIONS			6,728,591.85				85,045.31	0.00	85,045.31	0.00

Income Earned

As of March 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
FIXED INCOME						
00440EAV9	Chubb INA Holdings Inc Callable Note Cont 2/3/2026 3.35% Due 05/03/2026	03/09/2023 03/13/2023 500,000.00	0.00 475,060.00 0.00 475,473.13	0.00 (6,048.61) 6,886.11 837.50	413.13 0.00 413.13 1,250.63	1,250.63
02665WDH1	American Honda Finance Note 1.95% Due 05/10/2023	05/05/2021 05/05/2021 1,000,000.00	1,003,000.95 0.00 0.00 1,001,671.96	6,012.50 0.00 7,637.50 1,625.00	0.00 1,328.99 (1,328.99) 296.01	296.01
037833AK6	Apple Inc Note 2.4% Due 05/03/2023	09/19/2019 09/19/2019 500,000.00	500,327.87 0.00 0.00 500,166.54	3,933.33 0.00 4,933.33 1,000.00	0.00 161.33 (161.33) 838.67	838.67
05593AAC3	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	Various 02/15/2023 435,000.00	435,732.07 0.00 0.00 435,702.00	997.60 2,494.00 374.10 1,870.50	0.05 30.12 (30.07) 1,840.43	1,840.43
06051GHF9	Bank of America Corp Callable Note 1X 3/5/2023 Due 03/05/2024	07/21/2020 07/21/2020 0.00	509,935.19 0.00 509,827.78 0.00	8,677.78 8,875.00 0.00 197.22	0.00 107.41 (107.41) 89.81	89.81
14912L5X5	Caterpillar Finance Serv Corp Note 3.75% Due 11/24/2023	05/05/2021 05/05/2021 1,000,000.00	1,024,815.13 0.00 0.00 1,021,944.73	10,104.17 0.00 13,229.17 3,125.00	0.00 2,870.40 (2,870.40) 254.60	254.60
166764BW9	Chevron Corp Callable Note Cont 4/11/2025 1.554% Due 05/11/2025	05/12/2022 05/12/2022 700,000.00	676,108.46 0.00 0.00 677,031.95	3,323.83 0.00 4,230.33 906.50	923.49 0.00 923.49 1,829.99	1,829.99
17325FAS7	Citibank Callable Note Cont 12/23/2023 3.65% Due 01/23/2024	05/19/2021 05/19/2021 500,000.00	513,893.93 0.00 0.00 512,580.79	1,926.39 0.00 3,447.22 1,520.83	0.00 1,313.14 (1,313.14) 207.69	207.69
24422EVN6	John Deere Capital Corp Note 0.45% Due 01/17/2024	05/05/2021 05/05/2021 1,000,000.00	1,000,401.28 0.00 0.00 1,000,362.64	550.00 0.00 925.00 375.00	0.00 38.64 (38.64) 336.36	336.36

Income Earned

As of March 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
3130AMQQ8	FHLB Callable Note Qtrly 12/23/2021 0.35% Due 04/23/2024	06/23/2021 06/23/2021 1,000,000.00	1,000,000.00 0.00 0.00 1,000,000.00	661.11 0.00 952.78 291.67	0.00 0.00 0.00 291.67	291.67
3130ATH7	FHLB Note 4.375% Due 09/12/2025	10/06/2022 10/06/2022 1,300,000.00	1,302,728.76 0.00 0.00 1,302,637.41	24,171.88 25,909.72 3,001.74 4,739.58	0.00 91.35 (91.35) 4,648.23	4,648.23
3130ATUC9	FHLB Note 4.5% Due 12/12/2025	02/13/2023 02/14/2023 1,000,000.00	1,004,651.40 0.00 0.00 1,004,509.61	14,750.00 0.00 18,500.00 3,750.00	0.00 141.79 (141.79) 3,608.21	3,608.21
3130AV7L0	Federal Home Loan Bank Note 5% Due 02/28/2025	03/02/2023 03/03/2023 1,100,000.00	0.00 1,098,548.00 0.00 1,098,605.84	0.00 0.00 4,277.78 4,277.78	57.84 0.00 57.84 4,335.62	4,335.62
3133EMWV0	FFCB Note 0.35% Due 04/22/2024	05/03/2021 05/03/2021 1,000,000.00	1,000,000.00 0.00 0.00 1,000,000.00	1,254.17 0.00 1,545.83 291.66	0.00 0.00 0.00 291.66	291.66
3133EMYR7	FFCB Callable Note Cont 5/6/2022 0.375% Due 05/06/2024	05/06/2021 05/06/2021 1,000,000.00	1,000,000.00 0.00 0.00 1,000,000.00	1,197.92 0.00 1,510.42 312.50	0.00 0.00 0.00 312.50	312.50
3133EPBF1	Federal Farm Credit Bank Note 4.875% Due 08/21/2024	02/15/2023 02/21/2023 1,000,000.00	998,512.08 0.00 0.00 998,597.66	1,354.17 0.00 5,416.67 4,062.50	85.58 0.00 85.58 4,148.08	4,148.08
3135G0U43	FNMA Note 2.875% Due 09/12/2023	09/26/2019 09/26/2019 1,000,000.00	1,006,408.35 0.00 0.00 1,005,389.58	13,496.53 14,375.00 1,517.36 2,395.83	0.00 1,018.77 (1,018.77) 1,377.06	1,377.06
3135G0V34	FNMA Note 2.5% Due 02/05/2024	10/24/2019 10/24/2019 600,000.00	604,632.98 0.00 0.00 604,211.80	1,083.33 0.00 2,333.33 1,250.00	0.00 421.18 (421.18) 828.82	828.82

Income Earned

As of March 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
3135G0V75	FNMA Note 1.75% Due 07/02/2024	11/05/2019 11/05/2019 750,000.00	750,985.12 0.00 0.00 750,922.66	2,151.04 0.00 3,244.79 1,093.75	0.00 62.46 (62.46) 1,031.29	1,031.29
3136G46B4	FNMA Callable Note Qtrly 01/26/2024 0.35% Due 04/26/2024	10/30/2020 10/30/2020 1,200,000.00	1,199,900.63 0.00 0.00 1,199,907.93	1,458.33 0.00 1,808.33 350.00	7.30 0.00 7.30 357.30	357.30
3137EAEQ8	FHLMC Note Due 04/20/2023	12/23/2021 12/23/2021 0.00	1,249,816.12 0.00 1,249,823.48 0.00	1,705.73 1,731.77 0.00 26.04	7.36 0.00 7.36 33.40	33.40
43815JAC7	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 04/21/2027	02/16/2023 02/24/2023 120,000.00	119,977.80 0.00 0.00 119,978.40	117.60 453.60 168.00 504.00	0.60 0.00 0.60 504.60	504.60
459200HU8	IBM Corp Note Due 02/12/2024	05/05/2021 05/05/2021 0.00	1,029,853.11 0.00 1,027,279.57 0.00	1,913.19 4,934.03 0.00 3,020.84	0.00 2,573.54 (2,573.54) 447.30	447.30
46647PAP1	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 04/23/2024	02/18/2021 02/18/2021 500,000.00	512,367.72 0.00 0.00 511,452.69	6,327.11 0.00 7,810.03 1,482.92	0.00 915.03 (915.03) 567.89	567.89
46647PBH8	JP Morgan Chase & Co Callable Note Mthly 3/13/2025 2.005% Due 03/13/2026	04/05/2022 04/05/2022 600,000.00	582,677.29 0.00 0.00 583,161.95	5,614.00 6,015.00 601.50 1,002.50	484.66 0.00 484.66 1,487.16	1,487.16
47800CAC0	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	Various 03/02/2023 680,000.00	0.00 680,204.18 0.00 680,200.62	0.00 0.00 2,744.37 2,744.37	0.73 4.29 (3.56) 2,740.81	2,740.81
58768PAC8	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 08/16/2027	02/15/2023 02/17/2023 260,000.00	261,327.03 0.00 0.00 261,291.90	602.04 1,128.83 602.04 1,128.83	0.00 35.13 (35.13) 1,093.70	1,093.70

Income Earned

As of March 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
693475AV7	PNC Financial Services Callable Note Cont 12/23/2023 3.5% Due 01/23/2024	07/29/2019 07/29/2019 900,000.00	911,594.87 0.00 0.00 910,499.01	3,325.00 0.00 5,950.00 2,625.00	0.00 1,095.86 (1,095.86) 1,529.14	1,529.14
69371RS49	Paccar Financial Corp Note 4.45% Due 03/30/2026	03/28/2023 03/30/2023 600,000.00	0.00 599,634.00 0.00 599,634.67	0.00 0.00 74.17 74.17	0.67 0.00 0.67 74.84	74.84
713448CM8	Pepsico Inc. Callable Note Cont 12/01/2023 3.6% Due 03/01/2024	06/23/2021 06/23/2021 500,000.00	513,963.53 0.00 0.00 512,780.83	9,000.00 9,000.00 1,500.00 1,500.00	0.00 1,182.70 (1,182.70) 317.30	317.30
717081DM2	Pfizer Inc. Note 3.4% Due 05/15/2024	09/27/2021 09/27/2021 500,000.00	517,052.61 0.00 0.00 515,853.90	5,005.56 0.00 6,422.22 1,416.66	0.00 1,198.71 (1,198.71) 217.95	217.95
742718EB1	Procter & Gamble Co Note Due 08/15/2023	12/15/2021 12/15/2021 0.00	505,611.53 0.00 504,670.67 0.00	688.89 1,894.44 0.00 1,205.55	0.00 940.86 (940.86) 264.69	264.69
88579YBB6	3M Co. Callable Note Cont 1/14/2024 3.25% Due 02/14/2024	02/17/2021 02/17/2021 500,000.00	513,440.71 0.00 0.00 512,250.24	767.36 0.00 2,121.53 1,354.17	0.00 1,190.47 (1,190.47) 163.70	163.70
89236THA6	Toyota Motor Credit Corp Note 1.35% Due 08/25/2023	04/23/2021 04/23/2021 700,000.00	703,100.40 0.00 0.00 702,557.39	157.50 0.00 945.00 787.50	0.00 543.01 (543.01) 244.49	244.49
89236THU2	Toyota Motor Credit Corp Note 0.45% Due 01/11/2024	09/27/2021 09/27/2021 480,000.00	479,751.43 0.00 0.00 479,775.82	300.00 0.00 480.00 180.00	24.39 0.00 24.39 204.39	204.39
89239HAD0	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 09/15/2027	02/10/2023 02/14/2023 350,000.00	354,076.69 0.00 0.00 353,968.77	824.44 1,545.83 824.44 1,545.83	0.00 107.92 (107.92) 1,437.91	1,437.91

Income Earned

As of March 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
91159HHV5	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 02/05/2024	05/04/2021 05/04/2021 1,000,000.00	1,026,795.76 0.00 0.00 1,024,359.78	2,437.50 0.00 5,250.00 2,812.50	0.00 2,435.98 (2,435.98) 376.52	376.52
9128282D1	US Treasury Note 1.375% Due 08/31/2023	12/23/2021 12/23/2021 1,250,000.00	1,254,744.63 0.00 0.00 1,253,940.89	46.71 0.00 1,494.57 1,447.86	0.00 803.74 (803.74) 644.12	644.12
9128282Y5	US Treasury Note 2.125% Due 09/30/2024	08/25/2021 08/25/2021 1,000,000.00	1,026,494.99 0.00 0.00 1,025,076.44	8,873.63 10,625.00 58.06 1,809.43	0.00 1,418.55 (1,418.55) 390.88	390.88
9128285N6	US Treasury Note 2.875% Due 11/30/2025	07/15/2022 07/15/2022 500,000.00	496,915.46 0.00 0.00 497,010.60	3,593.75 0.00 4,817.99 1,224.24	95.14 0.00 95.14 1,319.38	1,319.38
9128286X3	US Treasury Note 2.125% Due 05/31/2026	09/30/2022 09/30/2022 500,000.00	469,822.99 0.00 0.00 470,611.10	2,656.25 0.00 3,561.13 904.88	788.11 0.00 788.11 1,692.99	1,692.99
912828D56	US Treasury Note 2.375% Due 08/15/2024	12/28/2021 12/28/2021 1,000,000.00	1,021,082.15 0.00 0.00 1,019,855.99	918.51 0.00 2,952.35 2,033.84	0.00 1,226.16 (1,226.16) 807.68	807.68
912828U57	US Treasury Note 2.125% Due 11/30/2023	10/31/2019 10/31/2019 650,000.00	652,118.77 0.00 0.00 651,879.06	3,453.13 0.00 4,629.46 1,176.33	0.00 239.71 (239.71) 936.62	936.62
912828YM6	US Treasury Note 1.5% Due 10/31/2024	12/28/2021 12/28/2021 1,000,000.00	1,008,771.09 0.00 0.00 1,008,325.35	5,013.81 0.00 6,298.34 1,284.53	0.00 445.74 (445.74) 838.79	838.79
912828YV6	US Treasury Note 1.5% Due 11/30/2024	09/10/2021 09/10/2021 700,000.00	712,446.05 0.00 0.00 711,843.19	2,625.00 0.00 3,519.23 894.23	0.00 602.86 (602.86) 291.37	291.37

Income Earned

As of March 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
912828ZD5	US Treasury Note Due 03/15/2023	12/28/2021 12/28/2021 0.00	1,000,010.00 0.00 1,000,000.00 0.00	2,306.63 2,500.00 0.00 193.37	0.00 10.00 (10.00) 183.37	183.37
91282CAJ0	US Treasury Note 0.25% Due 08/31/2025	06/30/2022 06/30/2022 1,200,000.00	1,117,864.31 0.00 0.00 1,120,650.10	8.15 0.00 260.87 252.72	2,785.79 0.00 2,785.79 3,038.51	3,038.51
91282CAM3	US Treasury Note 0.25% Due 09/30/2025	07/15/2022 07/15/2022 500,000.00	464,948.31 0.00 0.00 466,099.38	521.98 625.00 3.42 106.44	1,151.07 0.00 1,151.07 1,257.51	1,257.51
91282CAW1	US Treasury Note 0.25% Due 11/15/2023	05/03/2021 05/03/2021 1,000,000.00	1,000,033.71 0.00 0.00 1,000,029.68	732.04 0.00 946.13 214.09	0.00 4.03 (4.03) 210.06	210.06
91282CBA8	US Treasury Note 0.125% Due 12/15/2023	10/07/2021 10/07/2021 1,200,000.00	1,198,034.70 0.00 0.00 1,198,245.51	313.19 0.00 440.93 127.74	210.81 0.00 210.81 338.55	338.55
91282CBQ3	US Treasury Note 0.5% Due 02/28/2026	07/15/2022 07/15/2022 500,000.00	463,477.81 0.00 0.00 464,511.77	6.79 0.00 217.39 210.60	1,033.96 0.00 1,033.96 1,244.56	1,244.56
91282CBV2	US Treasury Note 0.375% Due 04/15/2024	05/03/2021 05/03/2021 1,000,000.00	1,000,448.07 0.00 0.00 1,000,414.27	1,411.40 0.00 1,730.77 319.37	0.00 33.80 (33.80) 285.57	285.57
91282CBW0	US Treasury Note 0.75% Due 04/30/2026	09/30/2022 09/30/2022 500,000.00	450,150.09 0.00 0.00 451,486.90	1,253.45 0.00 1,574.59 321.14	1,336.81 0.00 1,336.81 1,657.95	1,657.95
91282CCC3	US Treasury Note 0.25% Due 05/15/2024	05/17/2021 05/17/2021 1,000,000.00	998,741.64 0.00 0.00 998,830.09	732.04 0.00 946.13 214.09	88.45 0.00 88.45 302.54	302.54

Income Earned

As of March 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
91282CCJ8	US Treasury Note 0.875% Due 06/30/2026	09/30/2022 09/30/2022 500,000.00	449,858.03 0.00 0.00 451,135.27	725.14 0.00 1,099.79 374.65	1,277.24 0.00 1,277.24 1,651.89	1,651.89
91282CCK5	US Treasury Note 0.125% Due 06/30/2023	01/13/2022 01/13/2022 800,000.00	798,376.02 0.00 0.00 798,792.08	165.75 0.00 251.38 85.63	416.06 0.00 416.06 501.69	501.69
91282CCN9	US Treasury Note 0.125% Due 07/31/2023	01/13/2022 01/13/2022 1,000,000.00	997,253.23 0.00 0.00 997,813.43	100.14 0.00 207.18 107.04	560.20 0.00 560.20 667.24	667.24
91282CGC9	US Treasury Note 3.875% Due 12/31/2027	02/06/2023 02/07/2023 1,000,000.00	1,001,427.53 0.00 0.00 1,001,402.47	6,422.65 0.00 9,741.02 3,318.37	0.00 25.06 (25.06) 3,293.31	3,293.31
91282CGE5	US Treasury Note 3.875% Due 01/15/2026	02/06/2023 02/07/2023 1,000,000.00	993,074.65 0.00 0.00 993,278.92	4,816.99 0.00 8,135.36 3,318.37	204.27 0.00 204.27 3,522.64	3,522.64
931142DH3	Wal-Mart Stores Callable Note Cont 1/11/2023 Due 04/11/2023	09/19/2019 09/19/2019 0.00	500,288.73 0.00 500,204.23 0.00	4,958.33 5,383.33 0.00 425.00	0.00 84.50 (84.50) 340.50	340.50
			43,889,823.76	187,545.46	11,953.71	
			2,853,446.18	91,441.94	24,703.23	
			4,791,805.73	174,151.18	(12,749.52)	
Total Fixed Income		42,075,000.00	41,938,714.69	78,047.66	65,298.14	65,298.14
CASH & EQUIVALENT						
31846V807	First American Treasury MMF Class Y	Various Various 2,967,302.09	999,796.03 3,250,951.85 1,283,445.79 2,967,302.09	0.00 7,120.59 0.00 7,120.59	0.00 0.00 0.00 7,120.59	7,120.59

Income Earned

As of March 31, 2023



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
96130ASC3	Westpac Banking Corp NY Yankee CD 5.38% Due 02/16/2024	02/16/2023 02/17/2023 375,000.00	375,136.38 0.00 0.00 375,124.37	728.54 0.00 2,465.83 1,737.29	0.00 12.01 (12.01) 1,725.28	1,725.28
			1,374,932.41	728.54	0.00	
			3,250,951.85	7,120.59	12.01	
			1,283,445.79	2,465.83	(12.01)	
Total Cash & Equivalent		3,342,302.09	3,342,426.46	8,857.88	8,845.87	8,845.87
			45,264,756.17	188,274.00	11,953.71	
			6,104,398.03	98,562.53	24,715.24	
			6,075,251.52	176,617.01	(12,761.53)	
TOTAL PORTFOLIO		45,417,302.09	45,281,141.15	86,905.54	74,144.01	74,144.01

Cash Flow Report

As of March 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
04/03/2023	Purchase	31846V807	496,001.81	First American Treasury MMF Class Y	-496,001.81	0.00	-496,001.81
04/03/2023	Sale	88579YBB6	500,000.00	3M Co. Callable Note Cont 1/14/2024	496,001.81	2,211.81	498,213.62
04/15/2023	Interest	91282CBV2	1,000,000.00	US Treasury Note 0.375% Due 4/15/2024	0.00	1,875.00	1,875.00
04/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
04/15/2023	Paydown	47800CAC0	680,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	10,803.83	4,069.24	14,873.07
04/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
04/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
04/22/2023	Interest	3133EMWV0	1,000,000.00	FFCB Note 0.35% Due 4/22/2024	0.00	1,750.00	1,750.00
04/23/2023	Interest	46647PAP1	500,000.00	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	0.00	8,897.50	8,897.50
04/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
04/26/2023	Interest	3136G46B4	1,200,000.00	FNMA Callable Note Qtrly 01/26/2024 0.35% Due 4/26/2024	0.00	2,100.00	2,100.00
04/30/2023	Interest	912828YM6	1,000,000.00	US Treasury Note 1.5% Due 10/31/2024	0.00	7,500.00	7,500.00
04/30/2023	Interest	91282CBW0	500,000.00	US Treasury Note 0.75% Due 4/30/2026	0.00	1,875.00	1,875.00
APR 2023					10,803.83	35,327.71	46,131.54
05/03/2023	Interest	00440EAV9	500,000.00	Chubb INA Holdings Inc Callable Note Cont 2/3/2026 3.35% Due 5/3/2026	0.00	8,375.00	8,375.00
05/03/2023	Maturity	037833AK6	500,000.00	Apple Inc Note 2.4% Due 5/3/2023	500,000.00	6,000.00	506,000.00
05/06/2023	Interest	3133EMYR7	1,000,000.00	FFCB Callable Note Cont 5/6/2022 0.375% Due 5/6/2024	0.00	1,875.00	1,875.00

Cash Flow Report

As of March 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
05/10/2023	Maturity	02665WDH1	1,000,000.00	American Honda Finance Note 1.95% Due 5/10/2023	1,000,000.00	9,750.00	1,009,750.00
05/11/2023	Interest	166764BW9	700,000.00	Chevron Corp Callable Note Cont 4/11/2025 1.554% Due 5/11/2025	0.00	5,439.00	5,439.00
05/15/2023	Interest	91282CCC3	1,000,000.00	US Treasury Note 0.25% Due 5/15/2024	0.00	1,250.00	1,250.00
05/15/2023	Interest	91282CAW1	1,000,000.00	US Treasury Note 0.25% Due 11/15/2023	0.00	1,250.00	1,250.00
05/15/2023	Interest	717081DM2	500,000.00	Pfizer Inc. Note 3.4% Due 5/15/2024	0.00	8,500.00	8,500.00
05/15/2023	Paydown	47800CAC0	680,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	10,848.95	2,793.89	13,642.84
05/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
05/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
05/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
05/24/2023	Interest	14912L5X5	1,000,000.00	Caterpillar Finance Serv Corp Note 3.75% Due 11/24/2023	0.00	18,750.00	18,750.00
05/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
05/31/2023	Interest	9128286X3	500,000.00	US Treasury Note 2.125% Due 5/31/2026	0.00	5,312.50	5,312.50
05/31/2023	Interest	9128285N6	500,000.00	US Treasury Note 2.875% Due 11/30/2025	0.00	7,187.50	7,187.50
05/31/2023	Interest	912828YV6	700,000.00	US Treasury Note 1.5% Due 11/30/2024	0.00	5,250.00	5,250.00
05/31/2023	Interest	912828U57	650,000.00	US Treasury Note 2.125% Due 11/30/2023	0.00	6,906.25	6,906.25
MAY 2023					1,510,848.95	93,688.30	1,604,537.25
06/12/2023	Interest	3130ATUC9	1,000,000.00	FHLB Note 4.5% Due 12/12/2025	0.00	27,375.00	27,375.00

Cash Flow Report

As of March 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
06/15/2023	Interest	91282CBA8	1,200,000.00	US Treasury Note 0.125% Due 12/15/2023	0.00	750.00	750.00
06/15/2023	Paydown	47800CAC0	680,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	10,894.24	2,748.60	13,642.84
06/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
06/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
06/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
06/23/2023	Interest	3130AMQQ8	1,000,000.00	FHLB Callable Note Qtrly 12/23/2021 0.35% Due 4/23/2024	0.00	1,750.00	1,750.00
06/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
06/30/2023	Interest	91282CGC9	1,000,000.00	US Treasury Note 3.875% Due 12/31/2027	0.00	19,375.00	19,375.00
06/30/2023	Interest	91282CCJ8	500,000.00	US Treasury Note 0.875% Due 6/30/2026	0.00	2,187.50	2,187.50
06/30/2023	Maturity	91282CCK5	800,000.00	US Treasury Note 0.125% Due 6/30/2023	800,000.00	500.00	800,500.00
JUN 2023					810,894.24	59,735.26	870,629.50
07/02/2023	Interest	3135G0V75	750,000.00	FNMA Note 1.75% Due 7/2/2024	0.00	6,562.50	6,562.50
07/11/2023	Interest	89236THU2	480,000.00	Toyota Motor Credit Corp Note 0.45% Due 1/11/2024	0.00	1,080.00	1,080.00
07/15/2023	Interest	91282CGE5	1,000,000.00	US Treasury Note 3.875% Due 1/15/2026	0.00	19,375.00	19,375.00
07/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
07/15/2023	Paydown	47800CAC0	680,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	10,939.72	2,703.12	13,642.84
07/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83

Cash Flow Report

As of March 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
07/17/2023	Interest	24422EVN6	1,000,000.00	John Deere Capital Corp Note 0.45% Due 1/17/2024	0.00	2,250.00	2,250.00
07/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
07/23/2023	Interest	17325FAS7	500,000.00	Citibank Callable Note Cont 12/23/2023 3.65% Due 1/23/2024	0.00	9,125.00	9,125.00
07/23/2023	Interest	46647PAP1	500,000.00	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	0.00	6,572.23	6,572.23
07/23/2023	Interest	693475AV7	900,000.00	PNC Financial Services Callable Note Cont 12/23/2023 3.5% Due 1/23/2024	0.00	15,750.00	15,750.00
07/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
07/31/2023	Maturity	91282CCN9	1,000,000.00	US Treasury Note 0.125% Due 7/31/2023	1,000,000.00	625.00	1,000,625.00
JUL 2023					1,010,939.72	69,092.01	1,080,031.73
08/05/2023	Interest	3135G0V34	600,000.00	FNMA Note 2.5% Due 2/5/2024	0.00	7,500.00	7,500.00
08/05/2023	Interest	91159HHV5	1,000,000.00	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 2/5/2024	0.00	16,875.00	16,875.00
08/15/2023	Interest	912828D56	1,000,000.00	US Treasury Note 2.375% Due 8/15/2024	0.00	11,875.00	11,875.00
08/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
08/15/2023	Paydown	47800CAC0	680,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	10,985.40	2,657.44	13,642.84
08/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
08/21/2023	Interest	3133EPBF1	1,000,000.00	Federal Farm Credit Bank Note 4.875% Due 8/21/2024	0.00	24,375.00	24,375.00
08/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
08/25/2023	Maturity	89236THA6	700,000.00	Toyota Motor Credit Corp Note 1.35% Due 8/25/2023	700,000.00	4,725.00	704,725.00

Cash Flow Report

As of March 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
08/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
08/28/2023	Interest	3130AV7L0	1,100,000.00	Federal Home Loan Bank Note 5% Due 2/28/2025	0.00	26,736.11	26,736.11
08/31/2023	Interest	91282CAJ0	1,200,000.00	US Treasury Note 0.25% Due 8/31/2025	0.00	1,500.00	1,500.00
08/31/2023	Interest	91282CBQ3	500,000.00	US Treasury Note 0.5% Due 2/28/2026	0.00	1,250.00	1,250.00
08/31/2023	Maturity	9128282D1	1,250,000.00	US Treasury Note 1.375% Due 8/31/2023	1,250,000.00	8,593.75	1,258,593.75
AUG 2023					1,960,985.40	111,136.46	2,072,121.86
09/01/2023	Interest	713448CM8	500,000.00	Pepsico Inc. Callable Note Cont 12/01/2023 3.6% Due 3/1/2024	0.00	9,000.00	9,000.00
09/12/2023	Interest	3130ATH7	1,300,000.00	FHLB Note 4.375% Due 9/12/2025	0.00	28,437.50	28,437.50
09/12/2023	Maturity	3135G0U43	1,000,000.00	FNMA Note 2.875% Due 9/12/2023	1,000,000.00	14,375.00	1,014,375.00
09/13/2023	Interest	46647PBH8	600,000.00	JP Morgan Chase & Co Callable Note Mthly 3/13/2025 2.005% Due 3/13/2026	0.00	6,015.00	6,015.00
09/15/2023	Paydown	47800CAC0	680,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	11,031.26	2,611.58	13,642.84
09/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
09/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 2022-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
09/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
09/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
09/30/2023	Interest	69371RS49	600,000.00	Paccar Financial Corp Note 4.45% Due 3/30/2026	0.00	13,350.00	13,350.00
09/30/2023	Interest	9128282Y5	1,000,000.00	US Treasury Note 2.125% Due 9/30/2024	0.00	10,625.00	10,625.00

Cash Flow Report

As of March 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
09/30/2023	Interest	91282CAM3	500,000.00	US Treasury Note 0.25% Due 9/30/2025	0.00	625.00	625.00
SEP 2023					1,011,031.26	90,088.24	1,101,119.50
10/15/2023	Interest	91282CBV2	1,000,000.00	US Treasury Note 0.375% Due 4/15/2024	0.00	1,875.00	1,875.00
10/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
10/15/2023	Paydown	47800CAC0	680,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	11,077.32	2,565.52	13,642.84
10/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
10/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
10/22/2023	Interest	3133EMWV0	1,000,000.00	FFCB Note 0.35% Due 4/22/2024	0.00	1,750.00	1,750.00
10/23/2023	Interest	46647PAP1	500,000.00	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	0.00	6,644.46	6,644.46
10/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
10/26/2023	Interest	3136G46B4	1,200,000.00	FNMA Callable Note Qtrly 01/26/2024 0.35% Due 4/26/2024	0.00	2,100.00	2,100.00
10/31/2023	Interest	912828YM6	1,000,000.00	US Treasury Note 1.5% Due 10/31/2024	0.00	7,500.00	7,500.00
10/31/2023	Interest	91282CBW0	500,000.00	US Treasury Note 0.75% Due 4/30/2026	0.00	1,875.00	1,875.00
OCT 2023					11,077.32	29,359.14	40,436.46
11/03/2023	Interest	00440EAV9	500,000.00	Chubb INA Holdings Inc Callable Note Cont 2/3/2026 3.35% Due 5/3/2026	0.00	8,375.00	8,375.00
11/06/2023	Interest	3133EMYR7	1,000,000.00	FFCB Callable Note Cont 5/6/2022 0.375% Due 5/6/2024	0.00	1,875.00	1,875.00
11/11/2023	Interest	166764BW9	700,000.00	Chevron Corp Callable Note Cont 4/11/2025 1.554% Due 5/11/2025	0.00	5,439.00	5,439.00

Cash Flow Report

As of March 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
11/15/2023	Interest	91282CCC3	1,000,000.00	US Treasury Note 0.25% Due 5/15/2024	0.00	1,250.00	1,250.00
11/15/2023	Interest	717081DM2	500,000.00	Pfizer Inc. Note 3.4% Due 5/15/2024	0.00	8,500.00	8,500.00
11/15/2023	Maturity	91282CAW1	1,000,000.00	US Treasury Note 0.25% Due 11/15/2023	1,000,000.00	1,250.00	1,001,250.00
11/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
11/15/2023	Paydown	47800CAC0	680,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	11,123.56	2,519.28	13,642.84
11/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
11/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
11/24/2023	Maturity	14912L5X5	1,000,000.00	Caterpillar Finance Serv Corp Note 3.75% Due 11/24/2023	1,000,000.00	18,750.00	1,018,750.00
11/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
11/30/2023	Interest	9128285N6	500,000.00	US Treasury Note 2.875% Due 11/30/2025	0.00	7,187.50	7,187.50
11/30/2023	Interest	9128286X3	500,000.00	US Treasury Note 2.125% Due 5/31/2026	0.00	5,312.50	5,312.50
11/30/2023	Interest	912828YV6	700,000.00	US Treasury Note 1.5% Due 11/30/2024	0.00	5,250.00	5,250.00
11/30/2023	Maturity	912828U57	650,000.00	US Treasury Note 2.125% Due 11/30/2023	650,000.00	6,906.25	656,906.25
NOV 2023					2,661,123.56	77,663.69	2,738,787.25
12/12/2023	Interest	3130ATUC9	1,000,000.00	FHLB Note 4.5% Due 12/12/2025	0.00	22,500.00	22,500.00
12/15/2023	Maturity	91282CBA8	1,200,000.00	US Treasury Note 0.125% Due 12/15/2023	1,200,000.00	750.00	1,200,750.00
12/15/2023	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83

Cash Flow Report

As of March 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
12/15/2023	Paydown	47800CAC0	680,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	11,170.01	2,472.83	13,642.84
12/15/2023	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
12/21/2023	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
12/23/2023	Interest	3130AMQQ8	1,000,000.00	FHLB Callable Note Qtrly 12/23/2021 0.35% Due 4/23/2024	0.00	1,750.00	1,750.00
12/25/2023	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
12/31/2023	Interest	91282CCJ8	500,000.00	US Treasury Note 0.875% Due 6/30/2026	0.00	2,187.50	2,187.50
12/31/2023	Interest	91282CGC9	1,000,000.00	US Treasury Note 3.875% Due 12/31/2027	0.00	19,375.00	19,375.00
DEC 2023					1,211,170.01	54,084.49	1,265,254.50
01/02/2024	Interest	3135G0V75	750,000.00	FNMA Note 1.75% Due 7/2/2024	0.00	6,562.50	6,562.50
01/11/2024	Maturity	89236THU2	480,000.00	Toyota Motor Credit Corp Note 0.45% Due 1/11/2024	480,000.00	1,080.00	481,080.00
01/15/2024	Interest	91282CGE5	1,000,000.00	US Treasury Note 3.875% Due 1/15/2026	0.00	19,375.00	19,375.00
01/15/2024	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
01/15/2024	Paydown	47800CAC0	680,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	11,216.64	2,426.20	13,642.84
01/15/2024	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
01/17/2024	Maturity	24422EVN6	1,000,000.00	John Deere Capital Corp Note 0.45% Due 1/17/2024	1,000,000.00	2,250.00	1,002,250.00
01/21/2024	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
01/23/2024	Interest	46647PAP1	500,000.00	JP Morgan Chase & Co Callable Note 1X 4/23/2023 3.559% Due 4/23/2024	0.00	6,644.46	6,644.46

Cash Flow Report

As of March 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
01/23/2024	Maturity	693475AV7	900,000.00	PNC Financial Services Callable Note Cont 12/23/2023 3.5% Due 1/23/2024	900,000.00	15,750.00	915,750.00
01/23/2024	Maturity	17325FAS7	500,000.00	Citibank Callable Note Cont 12/23/2023 3.65% Due 1/23/2024	500,000.00	9,125.00	509,125.00
01/25/2024	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
JAN 2024					2,891,216.64	68,262.32	2,959,478.96
02/05/2024	Maturity	91159HHV5	1,000,000.00	US Bancorp Callable Note Cont 1/5/2024 3.375% Due 2/5/2024	1,000,000.00	16,875.00	1,016,875.00
02/05/2024	Maturity	3135G0V34	600,000.00	FNMA Note 2.5% Due 2/5/2024	600,000.00	7,500.00	607,500.00
02/15/2024	Interest	912828D56	1,000,000.00	US Treasury Note 2.375% Due 8/15/2024	0.00	11,875.00	11,875.00
02/15/2024	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
02/15/2024	Paydown	47800CAC0	680,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	11,263.47	2,379.37	13,642.84
02/15/2024	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
02/16/2024	Maturity	96130ASC3	375,000.00	Westpac Banking Corp NY Yankee CD 5.38% Due 2/16/2024	375,000.00	20,455.21	395,455.21
02/21/2024	Interest	3133EPBF1	1,000,000.00	Federal Farm Credit Bank Note 4.875% Due 8/21/2024	0.00	24,375.00	24,375.00
02/21/2024	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
02/25/2024	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
02/28/2024	Interest	3130AV7L0	1,100,000.00	Federal Home Loan Bank Note 5% Due 2/28/2025	0.00	27,500.00	27,500.00
02/29/2024	Interest	91282CAJ0	1,200,000.00	US Treasury Note 0.25% Due 8/31/2025	0.00	1,500.00	1,500.00

Cash Flow Report

As of March 31, 2023



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
02/29/2024	Interest	91282CBQ3	500,000.00	US Treasury Note 0.5% Due 2/28/2026	0.00	1,250.00	1,250.00
FEB 2024					1,986,263.47	118,758.74	2,105,022.21
03/01/2024	Maturity	713448CM8	500,000.00	Pepsico Inc. Callable Note Cont 12/01/2023 3.6% Due 3/1/2024	500,000.00	9,000.00	509,000.00
03/12/2024	Interest	3130ATH7	1,300,000.00	FHLB Note 4.375% Due 9/12/2025	0.00	28,437.50	28,437.50
03/13/2024	Interest	46647PBH8	600,000.00	JP Morgan Chase & Co Callable Note Mthly 3/13/2025 2.005% Due 3/13/2026	0.00	6,015.00	6,015.00
03/15/2024	Paydown	58768PAC8	260,000.00	Mercedes-Benz Auto Receivables 2022-1 A3 5.21% Due 8/16/2027	0.00	1,128.83	1,128.83
03/15/2024	Paydown	47800CAC0	680,000.00	John Deere Owner Trust 2023-A A3 5.01% Due 11/15/2027	11,310.50	2,332.34	13,642.84
03/15/2024	Paydown	89239HAD0	350,000.00	Toyota Auto Receivables Owner 20222-D A3 5.3% Due 9/15/2027	0.00	1,545.83	1,545.83
03/21/2024	Paydown	43815JAC7	120,000.00	Honda Auto Receivables Owner 2023-1 A3 5.04% Due 4/21/2027	0.00	504.00	504.00
03/25/2024	Paydown	05593AAC3	435,000.00	BMW Vehicle Lease Trust 2023-1 A3 5.16% Due 11/25/2025	0.00	1,870.50	1,870.50
03/30/2024	Interest	69371RS49	600,000.00	Paccar Financial Corp Note 4.45% Due 3/30/2026	0.00	13,350.00	13,350.00
MAR 2024					511,310.50	64,184.00	575,494.50
TOTAL					15,587,664.90	871,380.36	16,459,045.26



Chandler Asset Management, Inc. ("Chandler") is an SEC registered investment adviser. For additional information about our firm, please see our current disclosures (Form ADV). To obtain a copy of our current disclosures, you may contact your client service representative by calling the number on the front of this statement or you may visit our website at www.chandlerasset.com.

Information contained in this monthly statement is confidential and is provided for informational purposes only and should not be construed as specific investment or legal advice. The information contained herein was obtained from sources believed to be reliable as of the date of this statement, but may become outdated or superseded at any time without notice.

Custody: Your qualified custodian bank maintains control of all assets reflected in this statement and we urge you to compare this statement to the one you receive from your qualified custodian. Chandler does not have any authority to withdraw or deposit funds from/to the custodian account.

Valuation: Prices are provided by IDC, an independent pricing source. In the event IDC does not provide a price or if the price provided is not reflective of fair market value, Chandler will obtain pricing from an alternative approved third party pricing source in accordance with our written valuation policy and procedures. Our valuation procedures are also disclosed in Item 5 of our Form ADV Part 2A.

Performance: Performance results are presented gross-of-advisory fees and represent the client's Total Return. The deduction of advisory fees lowers performance results. These results include the reinvestment of dividends and other earnings. Past performance may not be indicative of future results. Therefore, clients should not assume that future performance of any specific investment or investment strategy will be profitable or equal to past performance levels. All investment strategies have the potential for profit or loss. Economic factors, market conditions or changes in investment strategies, contributions or withdrawals may materially alter the performance and results of your portfolio.

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Index returns assume reinvestment of all distributions. Historical performance results for investment indexes generally do not reflect the deduction of transaction and/or custodial charges or the deduction of an investment management fee, the incurrence of which would have the effect of decreasing historical performance results. It is not possible to invest directly in an index.

Ratings: Ratings information have been provided by Moody's, S&P and Fitch through data feeds we believe to be reliable as of the date of this statement, however we cannot guarantee its accuracy.

Security level ratings for U.S. Agency issued mortgage-backed securities ("MBS") reflect the issuer rating because the securities themselves are not rated. The issuing U.S. Agency guarantees the full and timely payment of both principal and interest and carries a AA+/Aaa/AAA by S&P, Moody's and Fitch respectively.



Benchmark Index	Disclosure
ICE BofA 1-3 Yr US Treasury & Agency Index	The ICE BofA 1-3 Year US Treasury & Agency Index tracks the performance of US dollar denominated US Treasury and nonsubordinated US agency debt issued in the US domestic market. Qualifying securities must have an investment grade rating (based on an average of Moody's, S&P and Fitch). Qualifying securities must have at least one year remaining term to final maturity and less than three years remaining term to final maturity, at least 18 months to maturity at time of issuance, a fixed coupon schedule, and a minimum amount outstanding of \$1 billion for sovereigns and \$250 million for agencies.

**City of San Rafael
Proclamation**

National Library Week - April 23 – 29, 2023

- WHEREAS,** libraries are accessible and inclusive places that foster a sense of connection, build community, and bridge equity gaps; and
- WHEREAS,** libraries connect people to technology, providing access to high-speed internet, computers, and resources that are critical for accessing education and employment opportunities; and
- WHEREAS,** libraries offer opportunities for everyone to connect with new ideas and become their best selves through access to multimedia content, emergent technologies, arts, literary, educational and cultural programs – in addition to books; and
- WHEREAS,** libraries strive to develop and maintain programs and collections that are as diverse as the populations they serve and ensure equity of access for all; and
- WHEREAS,** to adapt to our changing world, libraries are expanding and evolving their resources and continuing to meet the needs of their patrons; and
- WHEREAS,** libraries have long served as trusted and treasured institutions for all members of the community regardless of race, ethnicity, creed, ability, sexual orientation, gender identity, or socio-economic status; and
- WHEREAS,** libraries are cornerstones of democracy, promoting the free exchange of information and ideas for all; and
- WHEREAS,** libraries, librarians, and library workers are joining library supporters and advocates across the nation to celebrate National Library Week.

NOW, THEREFORE, I, KATE COLIN, Mayor of San Rafael, hereby proclaim April 23 through 29, 2023 as National Library Week. During this week, I encourage all residents to connect with their library by visiting any of the San Rafael libraries online or in person to access resources and services.



A handwritten signature in blue ink that reads "Kate".

**Kate Colin
Mayor**



SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Police Department

Prepared by: Alex Holm, Lieutenant

City Manager Approval: _____

A handwritten signature in blue ink, appearing to be the initials 'JH', written over a horizontal line.

TOPIC: APPROVAL FOR SPECIAL EVENT STREET CLOSURES IN SAN RAFAEL

SUBJECT: RESOLUTION AUTHORIZING THE TEMPORARY CLOSURE OF STREETS IN SAN RAFAEL FOR "DINING UNDER THE LIGHTS," A SPECIAL EVENT SERIES ON FOURTH STREET.

RECOMMENDATION: Adopt a resolution authorizing the temporary closure of streets in San Rafael for "Dining Under the Lights," a special event series on Fourth Street.

BACKGROUND:

The San Rafael Municipal Code requires City Council approval of all special events which necessitate the temporary closure of City streets and temporary parking restrictions. In addition, California Vehicle Code section 21101(e) authorizes the City to adopt a resolution temporarily closing a portion of any street for celebrations, parades, local special events, and other purposes when, in the opinion of local authorities having jurisdiction or a public officer or employee that the local authority designates by resolution, the closing is necessary for the safety and protection of persons who are to use that portion of the street during the temporary closing.

On April 3, 2023, City Council approved eight (8) special event road closures. As of April 7, 2023, there is one additional special event in the planning process which requires downtown area street closure and parking restrictions. An application was received for the event, "Dining Under the Lights", occurring the second Friday of the month from May 12 to October 13, 2023. Additional Thursday or Friday evenings may be added for Dining Under the Lights based on demand or in conjunction with the Downtown Farmers Market. Additional dates will be evaluated by City Staff for prior to approval.

If approval is granted for the stated event street closure, City staff will continue to process the event application. Event producers will be required to submit a Special Event Application, fulfill insurance requirements indemnifying the City from liability associated with the event, and provide detailed information regarding operation, logistics, and activities included in the event. The permitting process includes street closure diagrams, traffic control plans, and more, which we use to develop internal plans. City Staff will ensure event organizers effectively manage community notifications of potential event impacts as well as associated street closures. Staff recommends that the City Council approve the listed street closure.

FOR CITY CLERK ONLY

Council Meeting:

Disposition:

ANALYSIS:

One special event series requiring street closure as follows:

Downtown Events Impacting Fourth Street:

Event: **Dining Under the Lights**

Date(s): Second Friday of the month from **May 12 to October 13, 2023**

Closure Location(s): Fourth Street: C Street to D Street
Fourth Street: C Street to D Street
Fourth Street: B Street to A Street
Fourth Street: Lootens Place to Lincoln Avenue
Cijos Street: Commercial Place to Fourth Street
B Street: Third Street to Fourth Street

Event Time: 6:00 PM – 10:00 PM

Closure Time: 5:00 PM – 11:00 PM

Detailed Dates: May 12 (Fri) June 9 (Fri) July 14 (Fri)
August 11 (Fri) September 8 (Fri) October 13 (Fri)

Notes: Additional Thursday or Friday evenings may be added for Dining Under the Lights based on demand or in conjunction with the Downtown Farmers Market (Dates TBD).

Specific street closure times are subject to change, and will be determined by City staff and the Police Department Traffic Sergeant as needed for each event day schedule.

FISCAL IMPACT:

Pursuant to the current City policy, Police, Public Works, and Parking Services fees and/or costs will be assessed and reimbursed by the event organizer unless directed otherwise.

OPTIONS:

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

1. Adopt the resolution authorizing the specified special event temporary street closure.
2. Adopt resolution with modifications.
3. Direct staff to return with more information.
4. Take no action.

RECOMMENDATION: Adopt a resolution authorizing the temporary closure of streets in San Rafael for “Dining Under the Lights,” a special event series on Fourth Street.

ATTACHMENTS:

1. Resolution

RESOLUTION NO.

RESOLUTION OF THE SAN RAFAEL CITY COUNCIL AUTHORIZING THE TEMPORARY CLOSURE OF STREETS IN SAN RAFAEL FOR DINING UNDER THE LIGHTS, A SPECIAL EVENT SERIES ON FOURTH STREET.

WHEREAS, the San Rafael City Council has determined that it is in the best interests of the public health and safety to implement a modified Traffic Plan and Road Closure for all special events in San Rafael and nearby neighborhoods; and

WHEREAS, after reviewing plans for the events and the traffic patterns, City staff has determined and recommended that, in the interest of the safety and welfare of pedestrian and auto traffic in the downtown area, the streets should be temporarily closed to through traffic for the dates and locations as specified in the Staff Report; and

WHEREAS, the specific time periods for the temporary closures described in the Staff Report shall be as determined by the City staff in consultation with the Police Department, and staff shall give timely notice to the public of those time periods by signage and/or other appropriate means.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SAN RAFAEL HEREBY RESOLVES:

1. That all the above findings are true and correct; and

2. That pursuant to the authority of Vehicle Code section 21101(e), for the safety and protection of persons, both pedestrians and vehicle drivers, the City Council hereby authorizes the temporary closure of the listed streets for the locations and dates described in the Staff Report accompanying this Resolution.

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 held on the 17th day of April 2023 by the following vote, to wit:

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

Lindsay Lara, City Clerk



SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Public Works

**Prepared by: Theo Sanchez, Associate Engineer
April Miller, Public Works Director**

City Manager Approval: _____

TOPIC: B ST CULVERT REPLACEMENT PROJECT

SUBJECT: AUTHORIZE THE CITY MANAGER TO TERMINATE THE CONSTRUCTION CONTRACT FOR B STREET CULVERT REPLACEMENT PROJECT, CITY PROJECT NO. 11380 WITH MAGGIORA & GHILOTTI, INC.

RECOMMENDATION:

Authorize the City Manager to terminate the construction contract for the B Street Culvert Replacement Project, City Project No. 11380 with Maggiora & Ghilotti, Inc.

BACKGROUND:

The B Street Culvert Replacement Project proposes to replace a portion of the existing concrete box culvert located underneath B Street near the intersection of Woodland Avenue. The reinforced concrete box culvert conveys storm runoff from the Gerstle Park neighborhood and outlets into the San Rafael Creek. Approximately 100 feet of the box culvert would be removed and replaced with a new culvert section that will be cast in place at the project site.

On October 18th, 2021, City Council awarded the construction contract for this project to Maggiora & Ghilotti, Inc. in the amount of \$273,273 with a contingency of \$46,727 for a total project budget of \$320,000 to be paid from the City's Gas Tax Fund.

ANALYSIS:

Although the construction contract for this project was fully executed by early November 2021, heavy storms that occurred in Fall of that same year caused staff to postpone construction until Spring 2022 to avoid any potential flooding problems caused by replacing the culvert during a heavy rain event.

In February 2022, the contractor, City staff, and PG&E began discussing how to protect the electrical and communication poles that were immediately adjacent to the proposed trench work needed for the project. Several ideas were discussed including a temporary soldier pile wall, mudsills to support the base of the poles, phased construction of the culvert, a temporary pole installed adjacent/deeper to the existing pole that would be attached for support, and removal of the AT&T pole.

With each proposal, approval had to come from PG&E, the contractor, and the designer so that any questions regarding liability and costs could be addressed. Ultimately, PG&E would not

FOR CITY CLERK ONLY

Council Meeting:

Disposition:

SAN RAFAEL CITY COUNCIL AGENDA REPORT / Page: 2

approve any suggested solution that they did not already have a standard for. After more than a year of discussions, the final approved method of protecting the poles during construction would be to have PG&E's contractor supply a boom truck that would brace their pole while the City's contractor dug the trench, install a custom precast section of culvert, and immediately backfill within a maximum 24-hour window. It was proposed that this work would happen in early Summer 2023.

In the time since the original contract was executed, the cost of construction has gone up significantly. In Summer 2022, Maggiora & Ghilotti, Inc. notified the City that they would be requesting a change order for escalation costs associated with labor and material expenses totaling more than \$25,000. However, this change order was not finalized because ongoing discussions with PG&E precluded determining when construction could commence.

By the time a solution was finalized with PG&E and agreed upon by all parties, the contractor notified City staff that the escalation expenses were closer to \$50,000 and an additional \$50,000 would be needed for the work associated with installing a custom precast section next to PG&E's pole within a 24-hour window. These extra costs well exceeded the authorized contingency of \$46,727 meaning that City staff would need to return to Council to request additional funds on this project. Citing the aforementioned rising costs and issues with scheduling their crews, Maggiora & Ghilotti requested that the City terminate their contract and compensate them for administrative and project management costs totaling \$14,800. Staff agreed to proceed with contract termination procedures as outlined in General Conditions, Section 13.4 - Termination for Convenience of the Specifications for this construction project.

Upon approval of this construction contract, staff will proceed to rebid this project with the intent to return to Council in early Summer 2023 to consider the awarding of a new construction contract.

FISCAL IMPACT:

The project budget consisted of a \$273,273 construction contract amount plus a contingency of \$46,727 for a total of \$320,000. To date, no payments have been made to the contractor on this project. If Council approves to terminate the construction contract, a change order will be completed for a final \$14,800 payment to Maggiora & Ghilotti, Inc. from the City's Gas Tax Fund to compensate for administrative and project management cost incurred during this time.

OPTIONS:

1. Authorize the City Manager to terminate the construction agreement with Maggiora & Ghilotti, Inc.
2. Do not terminate contract and provide direction to staff.



SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Fire

**Prepared by: Darin White, Fire Chief
Thomas Wong, Sr. Mgmt Analyst**

City Manager Approval: _____

A handwritten signature in blue ink, appearing to be 'AS', written over a horizontal line.

TOPIC: PARAMEDIC TAX RATES FOR FISCAL YEAR 2023-24

SUBJECT: INTRODUCE AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL AMENDING THE PARAMEDIC SERVICE SPECIAL TAX RATES WITHIN THE VOTER-APPROVED LIMIT, COMMENCING WITH FISCAL YEAR 2023-2024, FOR RESIDENTIAL UNITS AND NON-RESIDENTIAL STRUCTURES IN THE CITY OF SAN RAFAEL, COUNTY SERVICE AREA NO. 13, COUNTY SERVICE AREA NO. 19, AND THE MARINWOOD COMMUNITY SERVICES DISTRICT

RECOMMENDATION: Waive further reading of the Ordinance and refer to it by title only, and introduce the Ordinance amending the Paramedic Service Special Tax rates within the voter-approved limit, commencing with fiscal year 2023-2024, for residential units and non-residential structures in the City of San Rafael, County Service Area No. 13, County Service Area No. 19, and the Marinwood Community Services District.

BACKGROUND: In 1979, the voters of San Rafael approved a "Paramedic Service Special Tax" for the purpose of supporting a paramedic program. The original ordinance established [Municipal Code Chapter 3.28](#). Included in that Chapter, under Section 3.28.060, is the authority of the City Council to set the tax rates based upon a budget recommendation by the City Manager. The tax was applied at a flat rate per residential dwelling. This tax was also approved by three separate jurisdictions that receive paramedic service from the City of San Rafael. These areas included the Marinwood Community Services District (CSD), County Service Area (CSA) No.13 (Upper Lucas Valley) and County Service Area (CSA) No. 19.

In 1988, the voters approved an extension of the tax to improved non-residential structures, which was levied on a building square footage basis.

In November 2006, the voters of San Rafael passed Measure P, subsequently designated as [Ordinance No. 1846](#), which increased the ceiling on the residential tax rate to \$85.00 per residential unit and to \$0.11 per square foot of structures on non-residential property. All improved commercial and industrial sites were levied based upon Assessor square footage records for building size. The other service areas approved paramedic tax rate ceilings to coincide with San Rafael's measure. In November of 2006, CSA No. 13 approved Measure H and CSA No. 19 approved Measure I, each by a 2/3 majority. Both Measures set the tax maximums at \$85.00 for residential units and \$0.11 cents per square foot for non-residential

FOR CITY CLERK ONLY

Council Meeting:

Disposition:

SAN RAFAEL CITY COUNCIL AGENDA REPORT / Page: 2

structures. Similarly, in November 2006, Marinwood CSD approved Measure M to establish the same tax ceilings.

In November 2010, by a two-thirds vote, the voters of San Rafael passed Measure I, subsequently designated as [Ordinance 1891](#), which amended the Paramedic Service Special Tax rate to increase the ceiling on the residential tax rate from \$85.00 to \$108.00 per residential unit and on the non-residential tax rate from \$0.11 to \$0.14 per square foot (based on Assessor records of square footage).

In November 2011, the voters of CSA No. 13 and CSA No. 19 passed Measures E and F, respectively. These measures increased the ceiling on the residential tax rate from \$85.00 to \$95.00 per residential unit and on the non-residential tax rate from \$0.11 to \$0.132 per square foot for both service areas. Marinwood CSD continues under its Measure M at the rate of \$85.00 for residential and \$0.11 cents per square foot for non-residential.

The purpose of this report is to present the proposed budget upon which the recommended tax rates for Fiscal Year 2023-2024 have been determined.

ANALYSIS:

Tax rates and paramedic charges are based upon recovering the cost of service. The cost of the paramedic program expenditures has been determined in a manner consistent with prior fiscal year trends, through the study of personnel costs and economic conditions. Through prudent fiscal management and the pursuit of additional revenue and reimbursement opportunities, this tax rate has increased by an average of 1.33% per year since 2012. The proposed increase would mark the fifth instance of rate increases for the City of San Rafael since fiscal year 2011-2012. Pursuant to San Rafael Municipal Code Section 3.28.060, annual rate increases must be approved by ordinance. So long as the new tax rates are within the voter-approved limits, the tax increase is not required to be approved by the voters.

Based upon rising projected expenses outpacing revenue sources in future projections, the current rate is insufficient to cover the cost of providing the paramedic service to residents. Staff recommends a \$4.00 increase in the tax rate for residential units in San Rafael to help cover increased paramedic service costs. The recommended increase will provide additional revenue stability for items such as grants and third-party billings that may vary from year to year as well as support the allocation of funds toward critical capital needs.

This tax increase will provide additional revenues of approximately \$91,484 annually:

Jurisdiction	Current Rates	Proposed Rates	Tax Ceiling	Projected Revenue Increase
San Rafael	\$104 / \$0.140	\$108 / \$0.140	\$108 / \$0.14	\$ 91,484
CSA No. 13	\$95 / \$0.132	\$95 / \$0.132	\$95 / \$0.132	\$ -
CSA No. 19	\$95 / \$0.132	\$95 / \$0.132	\$95 / \$0.132	\$ -
Marinwood	\$85 / \$0.110	\$85 / \$0.110	\$85 / \$0.110	\$ -

The sources of funds projected to cover the fiscal year 2023-2024 program expenditures of \$9,693,072 include paramedic tax, third party billings for medical emergency response and Medi-Cal reimbursements, federal grants and other revenues. Attachment II provides detailed information regarding the proposed revenues and expenditures for Fiscal Year 2023-2024, as well as the estimated

results for Fiscal Year 2022-2023, the previous three years of actual financial results, and three years of future year projections.

Based on future projections, it is recommended that the fund balance is used as a reserve to account for expense and revenue variations.

Staff recommends maintaining the current respective residential rates of \$85 per residential unit in Marinwood CSD and \$95 per residential unit in CSAs No.13 and No.19 as they have hit the cap. For non-residential structures, staff recommends maintaining the current rate of \$0.11 per square foot in Marinwood CSD and \$0.132 per square foot for CSAs No. 13 and No. 19 as they have hit the cap. Staff recommends increasing residential rates within the City of San Rafael by \$4 to \$108 per residential unit and maintaining the current non-residential rate of \$0.14 per square foot of structures, both of which are the cap. (See Attachment III.)

Adoption of this Ordinance will have no impact on the environment and is therefore categorically exempt from review under the California Environmental Quality Act (CEQA).

COMMUNITY OUTREACH: Notice of the Public hearing on this matter was published in the Marin Independent Journal on April 7, 2023, per the attached Affidavit of Publication (See Attachment IV.) For the purpose of transparency and sharing relevant information to the service areas for whom emergency medical services are provided, all service areas have been advised of the recommendations contained in this report through discussions and correspondence with the Fire Chief.

FISCAL IMPACT: The budget as presented is within the voter-approved tax rates for both the residential and non-residential (commercial and industrial) ratepayers in all jurisdictions, therefore Proposition 218 does not require voter approval of the proposed increases.

The paramedic services are accounted for in the Emergency Medical Services Special Revenue Fund. This fund operates self-sufficiently with revenues from paramedic taxes, third-party medical billings and other reimbursements. The total expenditures for Fiscal Year 2023-24 are projected to be \$9,693,072. If the increase is approved, total revenue for Fiscal Year 2023-24 is projected to be \$8,949,660. If expenditures exceed revenues in Fiscal Year 2023-24, they will be supplemented using existing fund balance. The Paramedic Tax Fund final budget, which will include changes, if any, to the proposed budget, will be incorporated into the 2023-24 City-wide operating budget, which will be brought to Council for adoption in June 2023.

RECOMMENDED ACTION: Waive further reading of the Ordinance and refer to it by title only and introduce the Ordinance amending the Paramedic Service Special Tax rates within the voter-approved limits, commencing with Fiscal Year 2023-24, for residential units and non-residential structures in the City of San Rafael, County Service Area No. 13, County Service Area No. 19, and the Marinwood Community Services District.

ATTACHMENTS:

1. Attachment I Ordinance
2. Attachment II (FY 23-24 Paramedic Tax Budget)
3. Attachment III (Paramedic Rate and Ratio History)
4. Attachment IV (Affidavit of Publication of Notice of Public Hearing in *Marin IJ* – April 7, 2023)

ORDINANCE NO.

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL AMENDING THE PARAMEDIC SERVICE SPECIAL TAX RATES WITHIN THE VOTER-APPROVED LIMITS, COMMENCING WITH FISCAL YEAR 2023-2024, FOR RESIDENTIAL UNITS AND NON-RESIDENTIAL STRUCTURES IN THE CITY OF SAN RAFAEL, COUNTY SERVICE AREA NO. 13, COUNTY SERVICE AREA NO. 19, AND THE MARINWOOD COMMUNITY SERVICES DISTRICT

WHEREAS, the electors of the City of San Rafael in 1979 and in 1988, adopted a Paramedic Service Special Tax (Chapter 3.28 of the San Rafael Municipal Code) to be imposed annually upon all residential units and non-residential structures within the City of San Rafael; and

WHEREAS, the City, pursuant to three separate agreements, provides paramedic services to Marinwood Community Services District, County Service Area No. 13, and County Service Area No. 19; and

WHEREAS, on November 2, 2010, the electors of the City of San Rafael approved Measure "1", subsequently designated as Ordinance No. 1891, increasing the ceiling on the Paramedic Service Special Tax rate to \$108.00 per residential unit and to \$0.14 per square foot of non-residential structures; and providing a corresponding increase in the appropriations limit; and

WHEREAS, the current annual Paramedic Service Special Tax rate in the city limits of the City of San Rafael is \$104.00 per residential unit and \$0.140 per square foot of non-residential structures; and

WHEREAS, Paramedic Service Special Tax rates were approved by the electors of County Service Area No. 13 and County Service Area No. 19 by elections held in November 2006 and November 2011, and by the electors of Marinwood Community Services District by an election held in November 2006; and

WHEREAS, the current annual Paramedic Service Special Tax rates in County Service Area No. 13, and County Service Area No. 19, are \$95.00 per residential unit and \$0.132 per square foot of non-residential structures, which rates are the maximum rates approved by voters in those County Service Areas; and

WHEREAS, the current annual Paramedic Service Special Tax rates in the Marinwood Community Services District are \$85.00 per residential unit and \$0.11 per square foot of non-residential structures, which rates are the maximum rates approved by voters in that Community Services District; and

WHEREAS, the City Council, after reviewing the proposed budget recommendation of the City Manager, finds that for the City of San Rafael, the basic rate is insufficient to cover the cost of providing the paramedic service to San Rafael residents; and

WHEREAS, the City of San Rafael annual Paramedic Service Special Tax rates should be adjusted to \$108.00 per residential unit, and remain at \$0.140 per square foot of non-residential structures; for the County Service Area No. 13 and County Service Area No. 19, the annual Paramedic Service Special Tax rates should remain at \$95.00 per residential unit, and remain at \$0.132 per square foot of non-residential structures; and that for Marinwood Community Services District, the annual Paramedic Tax rates should remain at

\$85.00 per residential unit, and remain at \$0.11 per square foot of non-residential structures; these rates will cover the cost of providing paramedic services within these service areas for fiscal year 2023-2024; and

WHEREAS, County Service Area No. 13 and County Service Area No. 19, based upon budgets recommended to them, have advised the City that they approved of the continuing of the annual Paramedic Service Special Tax rates within their respective jurisdictions, at \$95.00 per residential unit, and at \$0.132 per square foot of non-residential structures; and

WHEREAS, Marinwood Community Services District, based upon budgets recommended to them, have advised the City that they approved of the continuing of the annual Paramedic Service Special Tax rates within its jurisdiction, at \$85.00 per residential unit, and at \$0.11 per square foot of non-residential structures.

NOW THEREFORE, the City Council of the City of San Rafael does ordain as follows:

Division 1. Pursuant to San Rafael Municipal Code Section 3.28.060, the City Council hereby sets the tax rate for paramedic services within City limits commencing in fiscal year 2023-2024, at \$108.00 per year for each residential unit, and \$0.140 per square foot for non-residential structures.

Division 2. The City Council hereby sets the Paramedic Tax Rates for County Service Area No. 13 and County Service Area No. 19, commencing with fiscal year 2023-2024, at \$95.00 per year for each residential unit, and \$0.132 per square foot for each non-residential structure.

Division 3. The City Council hereby sets the Paramedic Tax Rates for Marinwood Community Services District, commencing with fiscal year 2023-2024, at \$85.00 per year for each residential unit, and at \$0.11 per square foot for each non-residential structure.

Division 4. If any section, subsection, sentence, clause, or phrase of this ordinance is for any reason held to be invalid, such holding or holdings shall not affect the validity of the remaining portions of this ordinance and each section, subsection, sentence, clause and phrase thereof, irrespective of the fact that any one or more sections, subsections, sentences, clauses, or phrases be declared invalid.

Division 5. This Ordinance shall be published once, in full or in summary form, before its final passage, in a newspaper of general circulation, published, and circulated in the City of San Rafael, and shall be in full force and effect thirty (30) days after its final passage. If published in summary form, the summary shall also be published within fifteen (15) days after the adoption, together with the names of those Councilmembers voting for or against same, in a newspaper of general circulation published and circulated in the City of San Rafael, County of Marin, State of California.

KATE COLIN, Mayor

Attest:

LINDSAY LARA, City Clerk

The foregoing Ordinance was first read and introduced at a Regular Meeting of the City Council of the City of San Rafael, held on the 17th day of April 2023, and will come up for adoption as an Ordinance of the City of San Rafael at a Regular Meeting of the Council to be held on the 1st day of May 2023.

AYES: Councilmembers:
NOES: Councilmembers:
ABSENT: Councilmembers:

LINDSAY LARA, City Clerk

Paramedic Tax Budget FY 23-24

For illustrative purposes - Assumes 2% expense increase

San Rafael Residential/Non-Residential	\$95 / 0.1320	\$99 / 0.1400	\$99 / 0.1400	\$104 / 0.1400	\$108 / 0.1400	\$108 / 0.1400	\$108 / 0.1400	\$108 / 0.1400
	Actual 2019-2020	Actual 2020-2021	Actual 2021-2022	Estimated 2022-2023	Preliminary Budget 2023-2024	Projected 2024-2025	Projected 2025-2026	Projected 2026-2027
Paramedic Tax (a)	\$ 4,884,029	\$ 5,109,206	\$ 5,108,360	\$ 5,225,000	\$ 5,318,560	\$ 5,318,000	\$ 5,318,000	\$ 5,318,000
Paramedic Tax: Prior Year Billings	38,488	44,243	1,476	-	-	-	-	-
Fire Dept.: 3rd Party Billing	2,698,523	2,199,287	3,026,076	3,000,000	3,000,000	3,060,000	3,121,000	3,183,000
Federal Grant - GEMT	108,829	118,007	-	130,000	130,000	130,000	130,000	130,000
Other Revenue	70,096	50,881	58,015	51,000	51,100	51,100	51,100	51,100
IGT-Intergovernmental Transfer	504,324	510,889	426,685	426,000	450,000	450,000	450,000	450,000
Total Revenues	\$ 8,304,289	\$ 8,032,512	\$ 8,620,612	\$ 8,832,000	\$ 8,949,660	\$ 9,009,100	\$ 9,070,100	\$ 9,132,100
Personnel Costs	\$ 5,800,930	\$ 5,940,094	\$ 6,429,501	\$ 6,368,738	\$ 7,180,385	\$ 7,324,000	\$ 7,471,000	\$ 7,620,000
Supplies and Services	1,640,902	1,674,392	1,896,227	2,060,078	2,512,687	2,184,000	2,227,000	2,272,000
Total Expenditures	\$ 7,441,832	\$ 7,614,486	\$ 8,325,728	\$ 8,428,817	\$ 9,693,072	\$ 9,508,000	\$ 9,698,000	\$ 9,892,000
Revenues Over/Under Expenditures	\$ 862,457	\$ 418,026	\$ 294,884	\$ 403,183	\$ (743,412)	\$ (498,900)	\$ (627,900)	\$ (759,900)
Fund balance, beginning of year	\$ 813,348	\$ 726,005	\$ 845,031	\$ 832,602	\$ 1,235,785	\$ 492,373	\$ (6,527)	\$ (634,427)
Transfer to Capital Fund (b)	\$ (949,800)	\$ (299,000)	\$ (307,313)	\$ -	\$ -	\$ -	\$ -	\$ -
Fund balance, end of year	\$ 726,005	\$ 845,031	\$ 832,602	\$ 1,235,785	\$ 492,373	\$ (6,527)	\$ (634,427)	\$ (1,394,327)

(a) FY 23-24 Paramedic Tax Assumes an increase in tax in San Rafael to \$108 per living unit and \$0.140 per sq. ft. non-residential

(b) Fund is to maintain a 10% operations reserve and the remainder is to be transferred to support capital improvements for the paramedic program. The transfer occurs annually after year-end numbers are finalized.

**CITY OF SAN RAFAEL
HISTORY OF TAX RATES AND CAPS**

ATTACHMENT III

Fiscal Year	Residential Tax Rate	Authorized Cap	Non-Residential Tax Rate	Authorized Cap
2013-14	\$ 89.00	\$ 108.00	\$ 0.1200	\$ 0.1400
2014-15	\$ 89.00	\$ 108.00	\$ 0.1200	\$ 0.1400
2015-16	\$ 89.00	\$ 108.00	\$ 0.1200	\$ 0.1400
2016-17	\$ 89.00	\$ 108.00	\$ 0.1200	\$ 0.1400
2017-18	\$ 92.00	\$ 108.00	\$ 0.1250	\$ 0.1400
2018-19	\$ 95.00	\$ 108.00	\$ 0.1320	\$ 0.1400
2019-20	\$ 95.00	\$ 108.00	\$ 0.1320	\$ 0.1400
2020-21	\$ 99.00	\$ 108.00	\$ 0.1400	\$ 0.1400
2021-22	\$ 99.00	\$ 108.00	\$ 0.1400	\$ 0.1400
2022-23 adopted	\$ 104.00	\$ 108.00	\$ 0.1400	\$ 0.1400
2023-24 proposed	\$ 108.00	\$ 108.00	\$ 0.1400	\$ 0.1400

**CSA# 13, and CSA# 19
HISTORY OF TAX RATES AND CAPS**

Fiscal Year	Residential Tax Rate	Authorized Cap	Non-Residential Tax Rate	Authorized Cap
2013-14	\$ 89.00	\$ 95.00	\$ 0.1200	\$ 0.1320
2014-15	\$ 89.00	\$ 95.00	\$ 0.1200	\$ 0.1320
2015-16	\$ 89.00	\$ 95.00	\$ 0.1200	\$ 0.1320
2016-17	\$ 89.00	\$ 95.00	\$ 0.1200	\$ 0.1320
2017-18	\$ 92.00	\$ 95.00	\$ 0.1250	\$ 0.1320
2018-19	\$ 95.00	\$ 95.00	\$ 0.1320	\$ 0.1320
2019-20	\$ 95.00	\$ 95.00	\$ 0.1320	\$ 0.1320
2020-21	\$ 95.00	\$ 95.00	\$ 0.1320	\$ 0.1320
2021-22	\$ 95.00	\$ 95.00	\$ 0.1320	\$ 0.1320
2022-23 adopted	\$ 95.00	\$ 95.00	\$ 0.1320	\$ 0.1320
2023-24 proposed	\$ 95.00	\$ 95.00	\$ 0.1320	\$ 0.1320

**MARINWOOD (CSD)
HISTORY OF TAX RATES AND CAPS**

Fiscal Year	Residential Tax Rate	Authorized Cap	Non-Residential Tax Rate	Authorized Cap
2013-14	\$ 85.00	\$ 85.00	\$ 0.1100	\$ 0.1100
2014-15	\$ 85.00	\$ 85.00	\$ 0.1100	\$ 0.1100
2015-16	\$ 85.00	\$ 85.00	\$ 0.1100	\$ 0.1100
2016-17	\$ 85.00	\$ 85.00	\$ 0.1100	\$ 0.1100
2017-18	\$ 85.00	\$ 85.00	\$ 0.1100	\$ 0.1100
2018-19	\$ 85.00	\$ 85.00	\$ 0.1100	\$ 0.1100
2019-20	\$ 85.00	\$ 85.00	\$ 0.1100	\$ 0.1100
2020-21	\$ 85.00	\$ 85.00	\$ 0.1100	\$ 0.1100
2021-22	\$ 85.00	\$ 85.00	\$ 0.1100	\$ 0.1100
2022-23 adopted	\$ 85.00	\$ 85.00	\$ 0.1100	\$ 0.1100
2023-24 proposed	\$ 85.00	\$ 85.00	\$ 0.1100	\$ 0.1100

Paramedic Tax Ratio

Fiscal Year	Residential	Non-Residential
2013-14	63.50%	36.50%
2014-15	63.60%	36.40%
2015-16	63.60%	36.40%
2016-17	56.99%	43.01%
2017-18	53.97%	46.03%
2018-19	53.40%	46.60%
2019-20	53.35%	46.65%
2020-21	52.77%	47.23%
2021-22	52.79%	47.21%
2022-23 adopted	53.88%	46.12%
2023-24 proposed	54.76%	45.24%

Marin Independent Journal

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CITY OF SAN RAFAEL
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SAN RAFAEL, CA 94901

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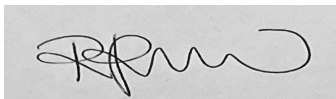
STATE OF CALIFORNIA County of Marin

I am a citizen of the United States and a resident of the County aforesaid: I am over the age of eighteen years, and not a party to or interested in the above matter. I am the principal clerk of the printer of the MARIN INDEPENDENT JOURNAL, a newspaper of general circulation, printed and published daily in the County of Marin, and which newspaper has been adjudged a newspaper of general circulation by the Superior Court of the County of Marin, State of California, under date of FEBRUARY 7, 1955, CASE NUMBER 25566; that the notice, of which the annexed is a printed copy (set in type not smaller than nonpareil), has been published in each regular and entire issue of said newspaper and not in any supplement thereof on the following dates, to-wit:

04/07/2023

I certify (or declare) under the penalty of perjury that the foregoing is true and correct.

Dated this 11th day of April, 2023.



Signature

PROOF OF PUBLICATION

Legal No. **0006744190**

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 adoption of an ordinance setting, at the maximum voter-approved limits, the paramedic services special tax rates on residential and non-residential units in the City of San Rafael, CSA 13, CSA 19 and Marinwood CSD, commencing in fiscal year 2023/2024.

DATE/TIME/PLACE:
Monday, April 17, 2023 at 7:00 P.M.

City Council Chambers, City Hall, 1400 Fifth Avenue, San Rafael, CA 94901

VIRTUAL PARTICIPATION:
The public may participate either by attending the meeting in person or by teleconference by visiting <https://www.cityofsanrafael.org/departments/public-meetings/> for the call-in phone number and meeting ID listed on the agenda, or using Zoom app to connect to this meeting ID.

WHAT WILL HAPPEN:
Staff will provide a presentation, members of the public can provide comments/questions, and the City Council will consider all public comment, deliberate, and decide whether to adopt the Ordinance.

IF YOU CANNOT ATTEND:
You may submit comments regarding the proposed item by 4:00 p.m. the day of the meeting to Lindsay Lara, City Clerk, City of San Rafael, 1400 Fifth Avenue, San Rafael, CA 94901, or by email to city.clerk@cityofsanrafael.org. You can also hand deliver a letter prior to the public meeting. The City Clerk's office will forward your comments to the City Council and publish correspondence received to the agenda online. Comments received after 4:00 p.m. will be forwarded to the City Council and posted online the following day.

FOR MORE INFORMATION:
You may contact Thomas Wong, Senior Management Analyst (415) 458-5360. Office hours are Monday through Friday, 8:30 a.m. to 5:00 p.m. You can also view the staff report after 4:00 p.m. on the Friday before the meeting at <https://www.cityofsanrafael.org/city-council-meetings/>

SAN RAFAEL CITY COUNCIL

/s/ Lindsay Lara
LINDSAY LARA City Clerk

6744190 April 7, 2023



SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Library & Recreation

**Prepared by: Catherine Quffa,
Library & Recreation Director**

City Manager Approval: _____

A handwritten signature in blue ink, appearing to be 'JS', written over a horizontal line.

TOPIC: CITYWIDE PARKS & RECREATION MASTER PLAN

SUBJECT: RESOLUTION ADOPTING THE CITYWIDE PARKS AND RECREATION MASTER PLAN

RECOMMENDATION:

Adopt resolution adopting the Citywide Parks and Recreation Master Plan.

BACKGROUND:

As the City of San Rafael grows and the needs of residents evolve over time, there has been a significant growth in the demand for park and recreation facilities and programs. To help the City plan for the needs of the community, the City Council Goals and Objectives and the City of San Rafael's General Plan 2040 identified the creation of a Citywide Parks & Recreation Master Plan (CPRMP) as a key priority. Parks & Recreation Master Plans are a critical tool for local agencies in identifying community and infrastructure needs, prioritizing projects and funding allocation, strategically developing parks and recreational programs, and creating a vision for the future.

In November 2021, the City of San Rafael contracted with RHAA Landscape Architects (RHAA) to launch a comprehensive Parks & Recreation Master Planning process that would analyze the use of existing parks and facilities, assess their condition, gather community input, provide recommendations for improvement, and suggest funding/implementation strategies. Based on the 2040 General Plan, the CPRMP will provide a foundation for the future development and maintenance of parks, recreation facilities, programs, and amenities.

On February 21, 2023, RHAA and staff presented [an update to City Council](#) on the CPRMP planning process, system assessments, community engagement, prioritization criteria, and draft recommendations. Since February, RHAA and staff have incorporated feedback, completed the recreation program and operations recommendations and financial analysis, and drafted the final Citywide Parks & Recreation Master Plan, which is included as Attachment 2.

FOR CITY CLERK ONLY

Council Meeting: _____

Disposition: _____

ANALYSIS:

Citywide Parks and Recreation Master Plan

The recommendation for Council to consider is the adoption of the Citywide Parks & Recreation Master Plan. The CPRMP is the culmination of a year-long process that involved a thorough assessment of the City's current park and recreation system, extensive community engagement, and an evaluation of the needs of the community as compared to the current provision of park and recreation amenities. A key goal in the development of the CPRMP was to have a transparent action plan that would identify priority projects and policies to guide the City in future improvements to the park and recreation system, as well as tools that would be flexible enough to allow for continued evaluation of priorities into the future.

Chapters 2, 3, and 4 lay out the planning process and project history; provide an overview of the current context, including the assessment of the City's current network and demographic trends; and present the results of the community outreach process as well as demographic and recreation trends. Chapter 5 provides the overarching goals, policies, and objectives of the CPRMP and a site-by-site analysis of the most critical infrastructure, amenity, and policy needs within San Rafael's park and recreation system. Chapter 6 details the prioritization framework developed based on community input and system needs and presents the resulting action plan and financial analysis.

Since presented in February, staff, RHAA, and sub-consultants have incorporated Council feedback into the CPRMP as well as completed the recreation program and operations assessment and financial analysis.

Council Feedback

The City Council provided several comments on the CPRMP during the February 21st update. Many of these comments were addressed at the meeting, however a few required minor revisions and clarifications in the CPRMP. The below summarizes the edits and additions made in response to Council comments:

- Clarified scope of the CPRMP: Specifically, questions were raised regarding trees and trails, and if they would be incorporated into the CPRMP. Chapter 3 of the CPRMP now clarifies that an evaluation of trees and trails is outside the scope of this plan, and provides a brief overview of separate yet complementary efforts the City is undertaking in these two areas.
- Highlight how equity is incorporated in the CPRMP: As equity is a guiding principle in the General Plan 2040 and a major focus of the City Council Goals and Objectives, Council requested that the role of equity in the CPRMP be made explicit. Equity was an important component of the planning process and has been incorporated into different aspects of the CPRMP. Specifically, Goal D of the CPRMP overarching Goals, Policies, and Objectives focuses on equitable access to the park and recreation system as a top priority. Equity was also incorporated into the prioritization criteria as both recommendations that serve low-income communities and recommendations that serve high-density communities receive priority weighting.
- Recommendation for the future of Beach Park: Council had requested additional clarity of the CPRMP recommendation around the future of Beach Park. As the CPRMP is citywide in nature, the plan is limited in the depth upon which it can form individual park recommendations. However, the recommendation on the future of Beach Park has been strengthened to recommend that the City "seek proposals for public-private partnerships that will activate the park space and address needed oversight and management for site safety." Further detail on the timeline, type of partnership, and overall vision for the park will be at the discretion of the City to determine.
- Clarified process for incorporating additional/future park improvements: Council had asked about other improvements that are not included in the CPRMP, such as replacing the toddler play structure at Bret Harte Park. Chapter 6 now clarifies that "the CPRMP recommendations prioritize

amenities closest to end of life. Other amenities (playgrounds, etc.) will be identified and incorporated into future capital improvement planning via replacement and maintenance schedules recommended in the Master Plan.”

- Assessment Districts: Council asked about assessment districts as a potential funding mechanism. Information on assessment districts, their limitations, and when they may be an appropriate funding mechanism are now included in Chapter 6.

Recreation Program and Operations Assessment

A full assessment of the City’s current recreation programs and operations is included in Chapter 3 of the CPRMP, however the primary recommendations from the assessment are provided in Table 1 below.

Table 1: Recreation Program and Operations Recommendations

Recreation Programming
Establish a formal programming philosophy to guide future program delivery
Develop a programming plan that builds on the philosophy and identifies program priorities for the future
Pursue additional contracts with other providers for program areas that are not currently adequately available
For program areas where there are not contracts, utilize other providers on a referral and clearinghouse basis
Develop a city staffing plan and operating budget that will support the program plan
Establish basic performance measures to track recreation programming effectiveness
Develop a comprehensive fee policy
Recreation programs, services and facilities need to be supported by established marketing efforts

Recreation Facility Operation

Utilize the Facility Deficiencies Report to establish a detailed deferred maintenance list for all city owned facilities
Complete an athletic field capacity analysis to determine the accepted level of use for existing fields

Operations and Maintenance

Consider additional staffing and/or resources to support any increase in maintenance and operations service levels
Develop an asset inventory and management plan
Develop a succession plan for key staff

Financial Analysis

The financial analysis is primarily provided in Chapter 6. As part of the planning process, RHAA estimated capital costs for many of the park improvements identified in the CPRMP. It is important to note that the CPRMP does not provide cost estimates for all recommendations. Of the 162 total recommendations, 95 are not assigned a cost as they are policy or program recommendations or are not yet sufficiently defined to estimate their implementation, including ADA improvements and recommendations that require additional planning to identify full project scope. Table 2 provides a summary of the cost estimates included in the CPRMP, broken down by type and timeline.

Table 2: Capital Improvement Cost Estimate for Park Improvements

Type	Park Recommendations				Total
	Near-Term	Medium-Term	Long-Term	As Resources Allow	
Deficiency Improvements	\$1,316,651	\$1,310,100	\$938,200	\$2,330,000	\$5,894,951
Expansion	\$7,490,677	\$0	\$703,000	\$0	\$8,193,677
Total	\$8,807,328	\$1,310,100	\$1,641,200	\$2,330,000	\$14,088,628
Total with 30% Contingency	\$11,449,526	\$1,703,130	\$2,133,560	\$3,029,000	\$18,315,216

The recreation facility recommendations identified through the Master Plan process are not included in this financial assessment, as they will be folded into the City’s upcoming Facilities Master Plan process. The estimate for the recreation facility recommendations totals \$2.96 million (with 30% contingency) and includes only deficiency improvements that need immediate attention (near-term).

In addition to costing the CPRMP recommendations, the financial analysis identifies the existing funding mechanisms used by the City to fund parks and recreation projects and maintenance, considers the potential for these funding sources to help fund the Master Plan costs, and analyzes options for new funding sources.

The City currently uses a number of funding sources to support investment in park and recreation facility capital projects, operations, and maintenance:

- The General Fund is the primary source of funding to support parks and building maintenance costs.
- The voter-approved Countywide Measure A sales and use tax (which was re-approved in 2022 for an additional 9 years) provides a flexible source of parks and recreation funding for the City, which can be used for capital projects as well as maintenance costs.
- Fees and other charges to new residential and commercial development provide modest new revenues to the City each year for park capital improvements.
- The City actively pursues available grants, including regional, state, and federal grants.

Existing funding sources that could be most consistently used to support the implementation of the CPRMP park projects (Measure A and park taxes/fees) are expected to generate about \$565,000 annually in funding, which includes \$550,000 in Measure A funding and \$15,000 in taxes or fees. Additionally, the City has already identified substantial grant funding to support the near-term Pickleweed Park Enhancement Project.

As indicated in Table 2, the costs of the capital park improvement items identified as near-term total about \$11.5 million. This cost estimate will increase once additional improvements (e.g., ADA improvements) have been added. \$9 million of these near-term costs are for the Pickleweed Park Enhancement Project, funding for which is expected through the Land and Water Conservation Fund grant application and the City’s matching General Fund set-aside, leaving a funding need of about \$2.5 million.

If all of the funding secured for Measure A and the park-dedicated taxes and fees were allocated towards these projects over the next five years, the City would have sufficient funding to implement the remaining near-term projects. However, this assumes that no Measure A funding is allocated towards maintenance and does not consider the uncosted improvements that may be incorporated into recommended projects (such as ADA improvements) nor any additional priority projects that may arise, particularly those resulting from the recommended Terra Linda Park and Community Center Master Plan.

Given that the City's current funding sources and potential grant funding could cover a substantial portion of the envisioned investments, one funding approach is for the City to rely on these funding sources, pursue additional grants where available, and incrementally make improvements as funding accrues over time. Another possibility is for the City to pursue additional funding options to help cover park capital improvement investments and/or operations and maintenance costs.

The CPRMP provides an overview and revenue estimates for the following additional funding options:

- Property Transfer Tax
- Sales and Use Tax
- Parcel Tax
- G.O. Bond/Ad valorem Property Tax
- Benefit Assessment Districts

ENVIRONMENTAL REVIEW:

Adoption of the CPRMP is statutorily exempt from the California Environmental Quality Act pursuant to section 15262 of the California Environmental Quality Act Guidelines because the CPRMP is a policy and planning document which guides possible future actions which have not been approved, adopted or funded.

COMMUNITY OUTREACH:

Chapter 2 of the CPRMP provides a detailed overview of the community outreach efforts that were conducted as part of the planning process. This included a statistically valid survey, a community questionnaire, interviews with stakeholder groups, and a series of community meetings held at different times and locations throughout the City, as well as online. Additionally, the City worked with a 15-member CPRMP Steering Committee to provide ongoing feedback on the planning process. This Steering Committee was approved by City Council on [July 16, 2021](#), and included individuals from diverse backgrounds to represent a broad cross-section of the community. The Steering Committee met four times throughout the process to provide feedback and input. The Park & Recreation Commission also held public study sessions on the CPRMP during their meetings on June 22 and September 15, 2022, and January 19, 2023.

Throughout the planning process, staff have collected contact information for residents who participated in community outreach activities as well as those who opted to receive updates on the CPRMP from [the project webpage](#). Notice of the February 21 and April 17 City Council presentations, as well as the Park & Recreation Commission study sessions, was sent to this mailing list of approximately 200 individuals.

FISCAL IMPACT:

There is no immediate fiscal impact should Council adopt the Citywide Parks & Recreation Master Plan. The Master Plan will be used to identify and prioritize use of Measure A and other capital improvement project funding moving forward. However, those will be brought to Council for consideration as the funding is secured and the projects are further developed.

OPTIONS:

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

1. Adopt resolution as presented;
2. Approve a modified version of the resolution;
3. Direct staff to return with further information.

RECOMMENDED ACTION:

1. Adopt resolution adopting the Citywide Parks and Recreation Master Plan.

ATTACHMENTS:

1. Resolution adopting the Citywide Parks and Recreation Master Plan
2. Exhibit A: Citywide Parks & Recreation Master Plan

RESOLUTION NO. _____
RESOLUTION OF THE SAN RAFAEL CITY COUNCIL ADOPTING
THE CITYWIDE PARKS AND RECREATION MASTER PLAN

WHEREAS, as the City of San Rafael has grown and the needs of residents have evolved over time, there has been a significant growth in the demand for park and recreation facilities and programs; and

WHEREAS, Parks & Recreation Master Plans are a critical tool for local agencies in identifying community and infrastructure needs, prioritizing projects and funding allocation, strategically developing parks and recreational programs, and creating a vision for the future; and

WHEREAS, the City Council Goals and Objectives and the City of San Rafael's General Plan 2040 identified the creation of a Citywide Parks & Recreation Master Plan (CPRMP) as a key priority to help the City plan for the needs of the community; and

WHEREAS, on June 7, 2021, the City issued a Request for Proposals for a qualified consultant to lead the CPRMP process; and

WHEREAS, on July 16, 2021, City Council approved the formation of a 15-member Parks & Recreation Master Plan Steering Committee to provide ongoing feedback on the planning process and which was made up of individuals from diverse backgrounds to represent a broad cross-section of the community; and

WHEREAS, on November 15, 2021, City Council approved an agreement with RHAA Landscape Architects (RHAA) to launch a Citywide Parks & Recreation Master Planning process that would analyze the use of existing parks and facilities, assess their condition, gather community input, provide recommendations for improvement, and suggest funding/implementation strategies; and

WHEREAS, in early 2022, RHAA conducted a thorough assessment of the City's existing parks, recreation facilities, and previous planning efforts in citywide recreation, which included a Park Inventory and Assessment, a Facility Inventory and Assessment, a CASp Report, and Document Review; and

WHEREAS, in Spring of 2022, RHAA and City staff launched an extensive community engagement campaign to gather input on the recreation amenities, activities, and programs that are most important to the community, outreach efforts included a statistically valid survey, a community questionnaire, interviews with stakeholder groups,

and a series of community meetings held at different times and locations throughout the City, as well as online; and

WHEREAS, through the system assessment and community engagement process, the City gathered significant amounts of data on the existing park and recreation system and the needs of the community as compared to the current provision of park and recreation amenities; and

WHEREAS, the CPRMP incorporates this information throughout the plan and provides site-by-site recommendations as to the specific needs of each park and facility as well as opportunities to address systemwide deficiencies; and

WHEREAS, the CPRMP identifies a significant number of recommendations and a critical output of the CPRMP is a strategic approach for prioritizing recommendations; and

WHEREAS, the CPRMP presents a set of weighted criteria that was used to help prioritize projects as well as overarching goals, policies, and actions to guide decision-making processes and provide higher level principles for future project implementation and prioritization; and

WHEREAS, these criteria, goals, policies, and actions were shared in the second community engagement meeting as well as reviewed by the Parks & Recreation Master Plan Steering Committee and Park & Recreation Commission; and

WHEREAS, the CPRMP provides a transparent action plan that identifies priority projects and policies to guide the City in future parks and recreation planning; and

WHEREAS, the CPRMP's financial analysis provides a cost estimate for project implementation, identifies existing funding mechanisms used by the City to fund parks and recreation projects and maintenance, considers the potential for these funding sources to help fund the Master Plan costs, and analyzes options for new funding sources; and

WHEREAS, the Parks & Recreation Master Plan Steering Committee and Park and Recreation Commission received regular updates on the Master Plan process and findings in a series of publicly noticed meetings; and

WHEREAS, at the February 21, 2023 City Council meeting, RHAA and City staff presented an update on the planning process, system assessments, community engagement, prioritization criteria, and draft recommendations; and

WHEREAS, the project is exempt from California Environmental Quality Act pursuant to section 15062 because the San Rafael Citywide Parks and Recreation Master Plan is a policy document to guide the future of the City’s parks, recreation facilities, and recreation programs and services; the CPRMP is consistent with the General Plan and proposes recreation projects at a planning level, only.

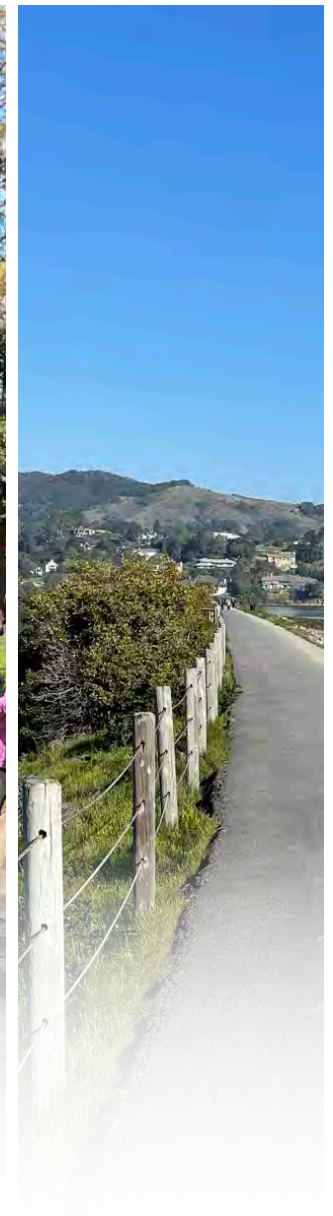
NOW, THEREFORE BE IT RESOLVED, that the City Council hereby adopts the Citywide Parks and Recreation Master Plan (Exhibit A). This adoption is based on and supported by the following findings and determinations:

1. The public interest would be served by the adoption of the CPRMP in that it provides a foundation for the future development and maintenance of parks, recreation facilities, programs, and amenities. Specifically, it identifies community and infrastructure needs, prioritizes projects and funding allocation to strategically develop parks and recreational programs, and creates a vision for the future.
2. As drafted, the CPRMP would be consistent with the General Plan 2040, specifically the Parks, Recreation, and Open Space Element, as it provides citywide recommendations for park management, operations, facility development, potential acquisition, and recreation service delivery, as well as recommendations for each City-owned park.
3. The project is statutorily exempt from the California Environmental Quality Act pursuant to section 15262 of the California Environmental Quality Act Guidelines because the CPRMP is a policy and planning document which guides possible future actions which have not been approved, adopted or funded.

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 the City of San Rafael, held on Monday, the 17th day of April 2023, by the following vote, to wit:

AYES: **Councilmembers:**
NOES: **Councilmembers:**
ABSENT: **Councilmembers:**

Lindsay Lara, City Clerk



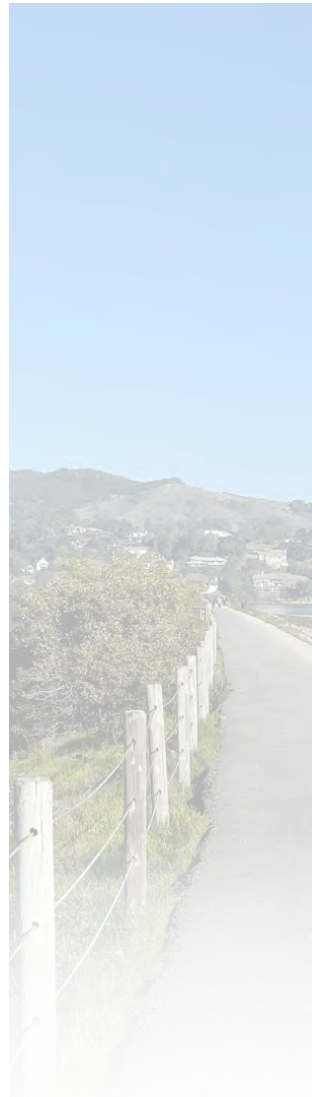
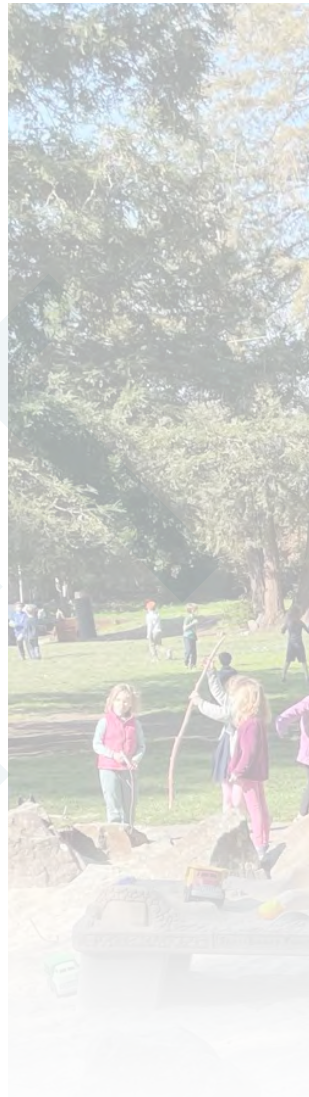
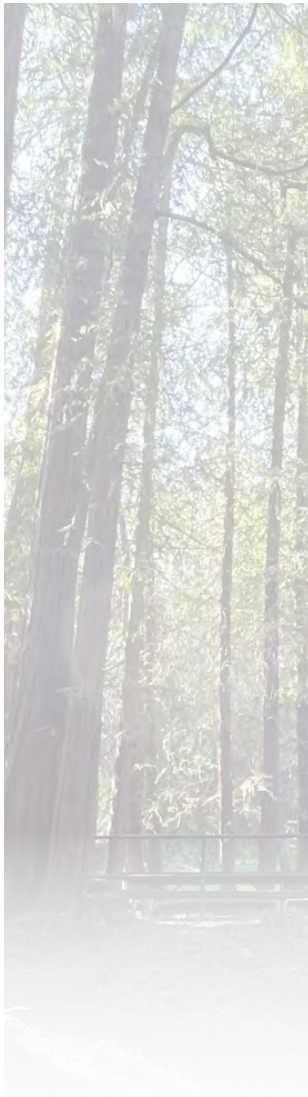
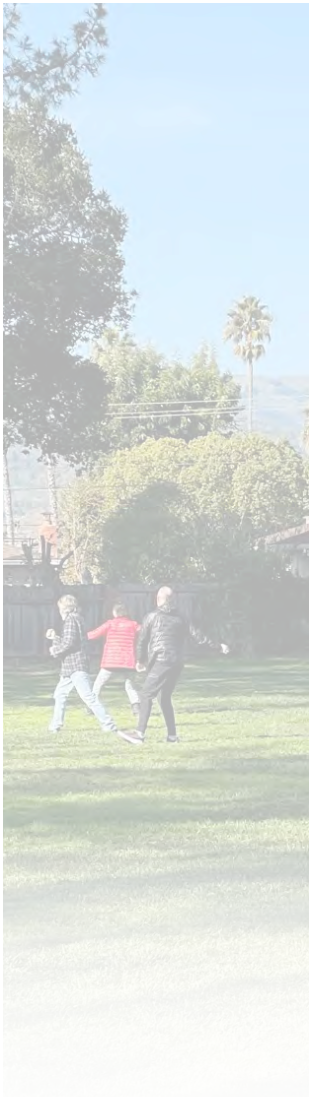
CITYWIDE PARKS AND RECREATION MASTER PLAN

CITY OF SAN RAFAEL

2023



EXHIBIT A



SAN RAFAEL CITY COUNCIL

Kate Colin, Mayor
Maika Llorens Gulati, Councilmember
Eli Hill, Councilmember
Maribeth Bushey, Councilmember
Rachel Kertz, Councilmember

SAN RAFAEL PARK AND RECREATION COMMISSION

Kela Cabrales
Cicily Emerson
Ariel Gutierrez
Mark Machado
Robert Sandoval

CITY STAFF

Jim Schutz, City Manager
Susan Andrade-Wax, Former Library & Recreation Director
Catherine Quffa, Library & Recreation Director
Craig Veramay, Assistant Library & Recreation Director
April Miller, Director of Public Works
Ryan Montes, Operations & Maintenance Manager

CPRMP STEERING COMMITTEE

Aaron Burnett – Canal Alliance
Kela Cabrales – San Rafael Park & Recreation Commission
Matt Foley – Orcas Swim Team
Paul Jensen – Marin Conservation League
Cheryl Lentini – San Rafael Library Board of Trustees
Joe McCallum – San Rafael Chamber of Commerce
Ian McLorg – Marin County Parks

Phillip Mooney – San Rafael Bicycle & Pedestrian Advisory Committee
Tyler Nielson – San Rafael Bicycle & Pedestrian Advisory Committee
Nancy Palacios – San Rafael Pickleweed Advisory Committee
Tim Park – San Rafael ADA Access Advisory Committee
Andrei Pasternak – Orcas Swim Team
Suzie Pollak – Age Friendly San Rafael Task Force
Kate Powers – San Rafael Bicycle & Pedestrian Advisory Committee
Meg Reilly – Marin Society of Artists
Robert Sandoval – San Rafael Park & Recreation Commission
Elisabeth Setten – Artworks Downtown
Sparkie Spaeth – Age Friendly San Rafael Task Force
Kate Sprague – San Rafael Pickleweed Advisory Committee
Rich Storek – The Canal Arts
Ashley Tomerlin – San Rafael ADA Access Advisory Committee
Alex Vahdat – San Rafael Library Board of Trustees
Andrew Ward – Marin YMCA
Scott Younkin – San Rafael Girls Softball
Dan Zaich – San Rafael City Schools

CONSULTANT TEAM

Royston, Hanamoto, Alley and Abey, Landscape Architects
Barbara Lundburg, Lauren Ivey-Thomas

Mack5, Project, Cost, & Construction Management
David Ross

Ballard*King, Recreation Planning
Ken Ballard

Economic & Planning Systems, Economic Consulting
Teifion Rice-Evans, Rosanna Ren



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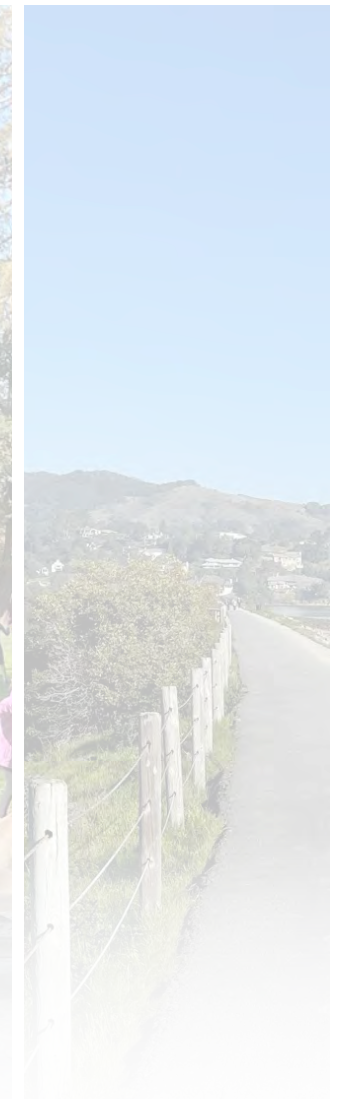
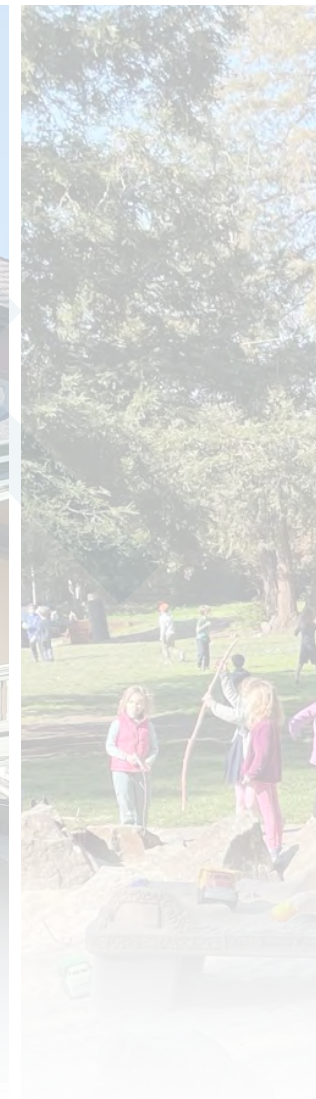
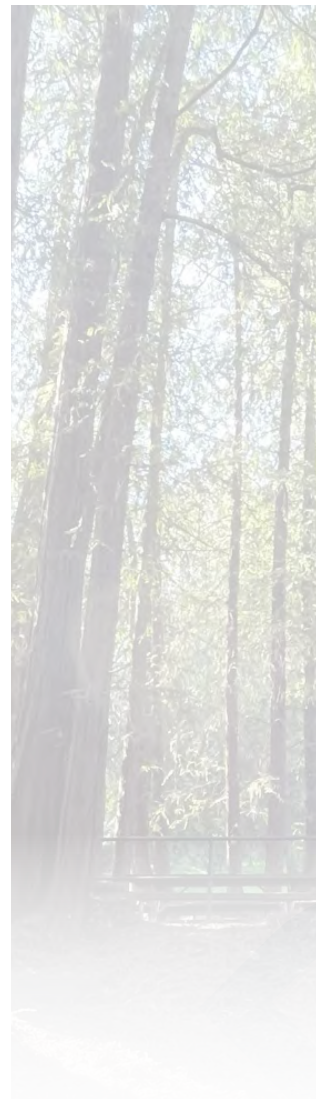
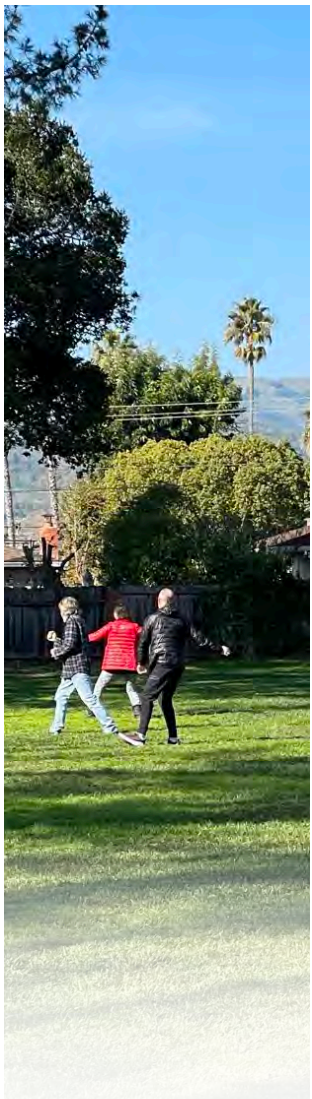
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Figure 1. San Rafael Park and Recreation Facilities



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1. EXECUTIVE SUMMARY



1.1 PURPOSE OF THE MASTER PLAN
1.2 SCOPE

1.1 PURPOSE OF THE MASTER PLAN

San Rafael’s Citywide Parks and Recreation Master Plan (CPRMP, or Master Plan) will shape the future of the City’s parks, recreation facilities, and programs, creating a framework for services in San Rafael’s recreation network. The Master Plan assesses the City’s existing conditions, identifies the community’s recreation desires and needs, prioritizes recommendations, and generates a plan for the long-term enhancement of the City’s recreation network. The Master Plan serves as a tool for the City to identify community and infrastructure needs, prioritize projects and funding allocation, strategically enhance and develop parks and recreation services, and create a vision for the future.

The objectives of the Master Plan are to:

- Assess San Rafael’s existing park and recreation system and previous planning efforts related to the recreation network
- Understand community needs and demand in recreation
- Identify and prioritize projects, policies, and programs to meet system and community needs
- Determine necessary funding and resources to implement identified priorities for maintenance and enhancement of San Rafael’s parks and recreation facilities

1.2 SCOPE

The scope of the CPRMP includes an inventory and assessment of the City’s existing recreation system, collection of community insights on recreation amenities and services, exploration of enhancement and

Figure 2. Oleander Park Lawn



EXECUTIVE SUMMARY

expansion projects, and priority setting. The Master Plan looks at the maintenance and rehabilitation needs of San Rafael’s parks and recreation facilities with the intent to identify necessary upgrades and enhancements so that the recreation system will be sustainably maintained in the future. To help prioritize improvements, the Master Plan assesses the community’s recreational needs.

Park and Recreation System Assessments

The park and recreation system assessment of the Master Plan surveys the City’s existing park and recreation facilities, reviews previous planning efforts, and analyzes the community’s demographic and recreational profile. From this, the inventory and needs assessment identifies where community demand is not met by the City’s supply of recreation services.

The assessment scope of the CPRMP includes 25 City-operated parks and 5 City-operated recreation facilities. This includes the City’s 3 community parks, 11 neighborhood parks, 6 pocket parks, 5 special use parks, Albert J. Boro Community Center, San Rafael Community Center, Albert Park Field House, Terra Linda Community Center and Pool House, and the Falkirk Cultural Center. The scope of this Master Plan, limited to City-operated, improved parkland sites, totals approximately 106.4 acres of City-operated improved parkland.

It is important to note that the San Rafael General Plan 2040, which assesses a greater San Rafael Planning Area (inclusive of Marin County-operated parkland, California State-operated parkland, parkland in unincorporated areas, and 50% of improved open space on public school properties), notes that approximately 314 acres of improved parkland is available to the San Rafael Community. While the CPRMP identifies this total acreage of improved parkland as critical to the adequacy of the City’s park system, the recommendations, policies, and strategies identified in the CPRMP are specifically limited to San Rafael’s City-operated improved parkland. See Table 1 for a list of City-operated improved parkland.

Table 1. City-Operated Improved Parkland

Park Name	Size ¹	Park Type
Albert Park	13.34	Community Park
Pickleweed Park	17.60	Community Park
Terra Linda Park	2.87	Community Park
Bernard Hoffman Field	3.80	Neighborhood Park
Bret Harte Park ²	0.46	Neighborhood Park
Freitas Park	2.69	Neighborhood Park
Gerstle Park	6.00	Neighborhood Park
Loch Lomond Park	3.00	Neighborhood Park
Los Ranchitos Park	3.00	Neighborhood Park
Oleander Park	2.28	Neighborhood Park
Peacock Gap Park	4.14	Neighborhood Park
Santa Margarita Park	5.00	Neighborhood Park
Sun Valley Park	5.00	Neighborhood Park
Victor Jones Park	5.96	Neighborhood Park
Arbor Park	0.30	Pocket Park
Beach Park	0.44	Pocket Park
Hillview Park	0.26	Pocket Park
Munson Park ³	1.46	Pocket Park
Oliver Hartzell Park	0.54	Pocket Park
Riviera Park	0.27	Pocket Park
Boyd Memorial Park	1.75	Special Use Park
Falkirk Cultural Center Grounds	3.60	Special Use Park
Jean and John Starkweather Shoreline Park	21.30	Special Use Park
Canal Community Garden	0.35	Special Use Park – Community Garden
Terra Linda Community Garden	1.00	Special Use Park – Community Garden
Total Acreage of City-Operated Improved Parkland		106.41

The City also operates approximately 935 acres of unimproved open space, which is not assessed in the scope of the CPRMP.

Table 2. City-Operated Unimproved Open Space

Open Space	Size ⁴	Park Type
Bay Way	6.4	Open Space
Boyd Park (upper)	16	Open Space
Deer Valley	43	Open Space
Falkirk (upper)	7.5	Open Space
Glenwood	56.3	Open Space
Harry Barbier Memorial Park	582	Open Space
Hartzell	18.1	Open Space
Hillside Avenue	8	Open Space
Mont Marin (Joint Operation with Marin County)	68	Open Space
Mountain (Joint Operation with Marin County)	51.4	Open Space
Jerry Russom Memorial Park ⁵	7	Open Space
Picnic Hill - Bret Harte	13.2	Open Space
Upper Gerstle Park (Joint Operation with Marin County)	22.0	Open Space
Upper Toyon/Makin Grade	36	Open Space
Total Acreage of City-Operated Unimproved Open Space	934.9	

The park and recreation system assessments for this Master Plan include the following:

- Park Inventory and Assessment
- Recreation Facility Inventory and Assessment
- Recreation Assessment
- Certified Access Specialist (CASP) Report
- Document Review of Previous Planning Reports

The City’s recreation system receives active community use, however aged amenities, deferred maintenance, and limitations in resources for staffing and physical expansion orient proposed enhancement toward improving San Rafael’s existing network while supporting expansion as resources allow.

Community Engagement

Extensive community outreach was utilized throughout the life of the Master Plan planning process. Community engagement included the establishment of a guiding CPRMP Steering Committee, community surveying, interviews with park and recreation stakeholders, five community meetings, and three public study sessions with the San Rafael Park and Recreation Commission.

The following are key themes heard from the community engagement process:

- There is strong support for prioritizing renovating and maintaining the City’s existing park amenities over adding new amenities, with emphasis on modernizing playgrounds and features such as benches, picnic tables, etc. as well as repairing failing infrastructure.
- There is a strong desire for improved maintenance and cleanliness of the City’s parks, particularly restroom maintenance and refuse pick up.
- Walking is a priority for San Rafael with the community interested in pedestrian access throughout the City’s recreation network.
- The community is interested in self-directed recreation activities.
- Many community members are unaware of the City’s programmatic offerings in recreation.

Project Identification

Based on the evaluation process, the Master Plan identifies 162 recommendations for the City’s recreation system. These recommendations focus on the following areas:

EXECUTIVE SUMMARY

Improvements to existing park sites and amenities

The CPRMP identifies deficiencies and improvement opportunities in San Rafael's parks. Common park capital improvement recommendations include replacing aging playgrounds, resurfacing sports courts, and repairing pathways. Major opportunities across the system include ADA access, bench and picnic table improvements, and irrigation upgrades.

ADA Access - Given the age of San Rafael's park system, access barriers have emerged over time. The assessment provided by the CASp Report identifies areas for improvement and barrier removal throughout the park and recreation system.

Benches and picnic tables - Systemwide, the Park Inventory and Assessment identified a need to replace the City's existing park benches and picnic tables. Replacing benches and picnic tables is also identified as a high community priority.

Irrigation improvements - As San Rafael's park system has aged, so have the irrigation systems installed at their creation. A number of parks are identified as having significant irrigation issues to be amended for water use efficiency and sustainability.

Improvements and deferred maintenance needs for recreation facilities

The CPRMP includes a comprehensive list of recommended improvements for the Albert J. Boro Community Center, Albert Park Stadium, Falkirk Cultural Center, San Rafael Community Center, and Terra Linda Community Center and Pool House. These recommendations are categorized based on the Recreation Facility Inventory and Assessment's review of their relative priority.

Policy-level recommendations

Policy-level recommendations focus on Citywide and site-specific actions that will help the City better manage and maintain the park and recreation system and meet the recreation needs of the community. Policy recommendations are inclusive of policies oriented directly at the operation of the City's Recreation and Childcare Division and park maintenance and operation practices.

System expansion recommendations

With the City's limited resources and the community's strong prioritization of addressing existing infrastructure over adding new amenities, the CPRMP has focused on improvements to current sites. However, as resources allow, the Master Plan provides several recommendations that propose adding new or expanded amenities, particularly in areas of the City that are currently deficient in park space or have high density.

Goal and Priority Setting

The Master Plan is guided by the following goals:

- Goal A: Support and enhance San Rafael parks
- Goal B: Support and enhance San Rafael recreation facilities
- Goal C: Support recreation programming
- Goal D: Provide equitable access to San Rafael park and recreation system

Within these goals are policies and actions that will provide the structure for current and future recreation planning throughout the City. In addition to the established goals, prioritizing criteria were developed through the input of the Steering Committee, City staff, San Rafael's Park and Recreation Commission, and the community. Combined with the identified prioritizing criteria, the Master Plan's goals support the selection

of priority projects that will serve the City’s existing and future recreation needs.

Implementation

With the significant number of recommendations identified through the process, a critical output of the CPRMP is a strategic approach for prioritizing recommendations. The goal of the prioritization strategy is to create an implementable action plan for the Master Plan and to provide the City with a framework for decision-making in the future.

The Master Plan identifies \$18,315,216 in park improvements and \$2,962,340 in recreation facility improvements, totaling approximately \$21.3 million (2023 dollars) in recommendations, inclusive of a 30% contingency for additional costs such as design, administration, and construction management. These improvements will address existing deficiencies in the recreation network while providing enhancement and potential expansion to the City’s park and recreation facilities.

The CPRMP proposes 162 projects, of which 67 are estimated to have costs of \$21.3 million (2023 dollars). 95 projects are not assigned a cost as they are policy or program recommendations or are not yet sufficiently defined to estimate their implementation. Additionally, 22 of the un-costed projects may be addressed through the implementation of larger projects in accessibility improvements.

Recommendations are categorized by recommendation type as well as recommendation priority. See Table 3 for recommendation types and Table 4 for recommendation priority.

Table 3. Recommendation Types

Recommendation Type	Description	Total
Deficiency Improvement	Recommendation improves existing condition in a deficient area such as replacing or enhancing amenities at end of lifecycle, and ADA improvements to remove accessibility barriers	83
Expansion	Recommendation supports new recreation amenities, expanding San Rafael’s recreation system	36
Policy	Recommendation is administrative and supports the City’s delivery of parks and recreation services	43
Total number of recommendations		162

Table 4. Recommendation Priority

Recommendation Priority	Description	Total
Near Term	Potentially achievable in 0-5 years	54
<ul style="list-style-type: none"> 14 park improvements (deficiencies and expansions) 20 policies 20 recreation facility improvement recommendations to be incorporated into the upcoming Facilities Master Plan 		
Medium-Term	Potentially achievable in 5-10 years	29
<ul style="list-style-type: none"> 15 park improvements 14 policies 		
Long-Term	Potentially achievable in 10 + years	21
<ul style="list-style-type: none"> 21 park improvements 		
Other	Ongoing (10) As resources allow (26) To be addressed through larger projects (22)	58
Total number of recommendations		162

EXECUTIVE SUMMARY

Recommendations proposed for the City’s recreation facilities, totaling \$3.0 million, include only deficiency improvements that need immediate attention (near-term). The recreation facility recommendations identified through the Master Plan process are not included in the CPRMP’s financial assessment, as they will be folded into the City’s upcoming Facilities Master Plan process. Funding for recreation facility recommendations will be assessed in the Facilities Master Plan and evaluated alongside all City facilities.

To fund the implementation of the CPRMP park improvement recommendations, the Master Plan explores a variety of funding sources. Existing and potential funding resources include:

- City Budget and General Fund
- Measure A
- Park Taxes/Fees
- Grant Funding
- Public-Private Partnerships
- Additional Tax-Based Funding Options
 - Property Transfer Tax
 - Sales and Use Tax
 - Parcel Tax
 - G.O. Bond/Ad valorem Property Tax
 - Benefit Assessment Districts

(Footnotes)

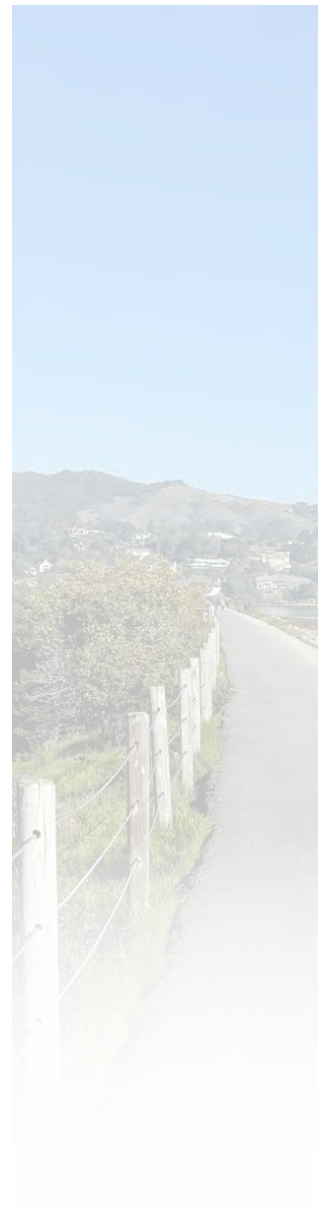
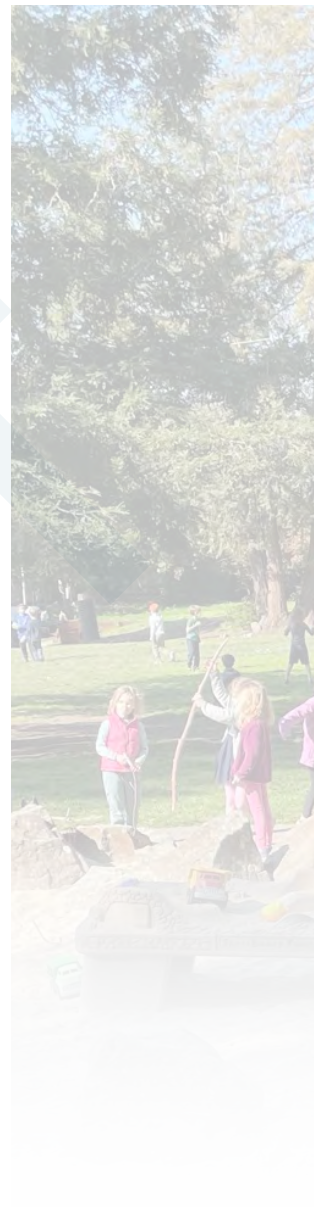
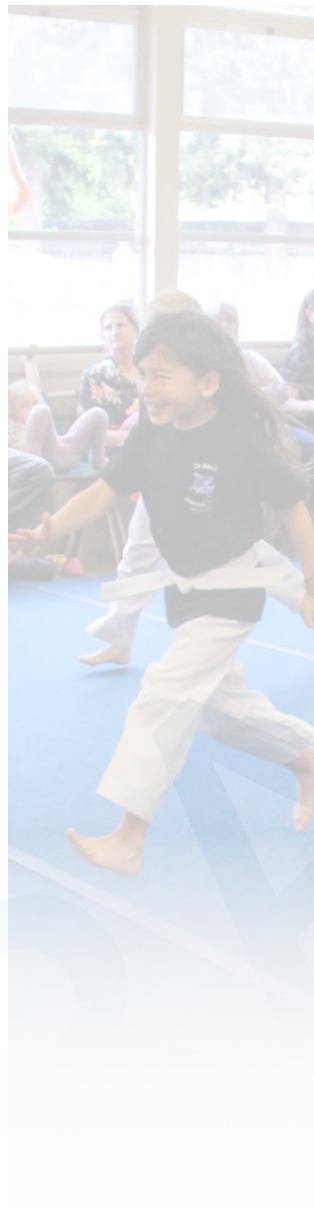
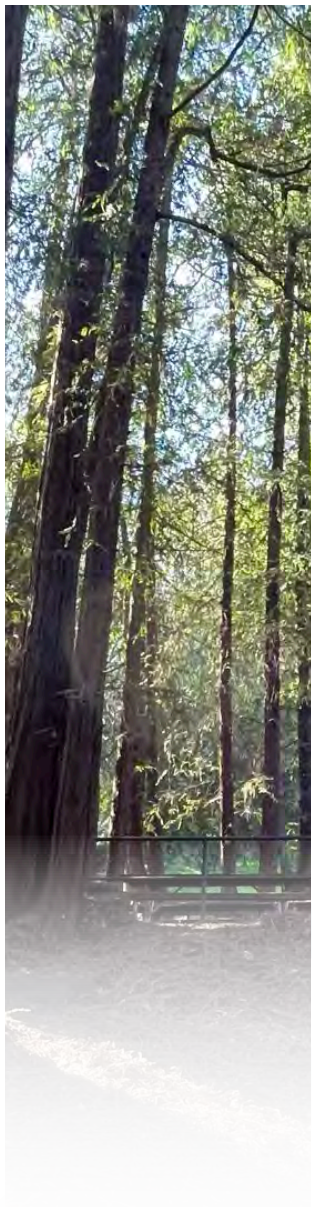
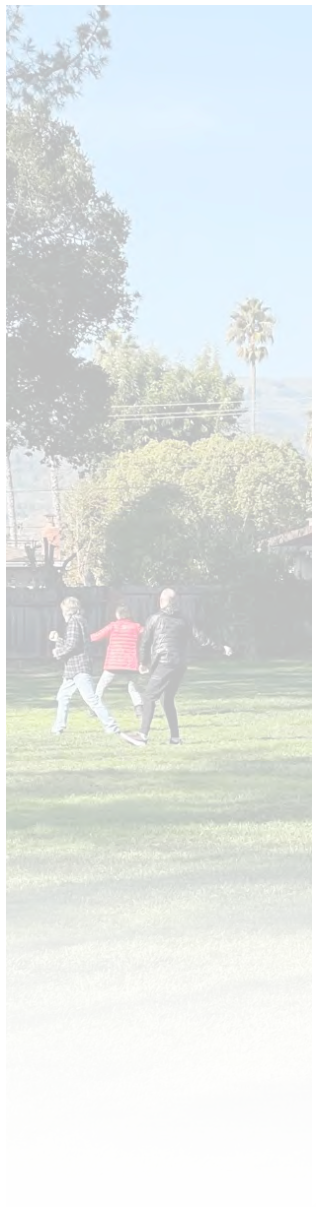
- 1 Park site acreage is provided by the San Rafael General Plan 2040 – Parks, Recreation, and Open Space Element
- 2 According to the General Plan 2040, Bret Harte Park is classified as a Pocket Park. Based on the site’s existing site amenities, features, and use the CPRMP recommends reclassifying this site as a Neighborhood Park.
- 3 According to the General Plan 2040, Munson Park is classified as a Neighborhood Park. Based on the site’s existing site amenities, features, and use the CPRMP recommends reclassifying this site as a Pocket Park.
- 4 Open Space site acreage is provided by the San Rafael General Plan 2040 – Parks, Recreation, and Open Space Element
- 5 According to the General Plan 2040, Jerry Russom Memorial Park is classified as a Neighborhood Park. Based on the site’s existing site amenities, features, and use the CPRMP recommends reclassifying this site as an Open Space.

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2. INTRODUCTION



- 2.1 INTRODUCTION
- 2.2 PLANNING PROCESS
- 2.3 REVIEW OF RELEVANT PLANNING EFFORTS

2.1 INTRODUCTION

The City of San Rafael (City) is located in the east central part of Marin County, 18 miles north of Downtown San Francisco, 38 miles south of Santa Rosa, 36 miles southwest of Napa, and 22 miles northwest of Oakland. The eastern edge of the City is formed by the San Francisco and San Pablo Bays with the Pacific Ocean approximately 10 miles to the southwest. The City is in the North Bay region of the nine-county San Francisco Bay Area, which is the fourth largest metropolitan area in the United States. San Rafael has been the largest city in Marin County since its incorporation and the County seat since 1851. Most of the County's population resides within 10 miles of San Rafael, contributing to the City's role as the center of Marin's economy.

As the City of San Rafael grows and the needs of residents evolve over time, there has been a significant growth in the demand for park and recreation facilities and programs. To help the City plan for the needs of the community, the City Council Goals and Objectives and the City of San Rafael's General Plan 2040 identified the creation of a Citywide Parks and Recreation Master Plan as a key priority. Parks and Recreation Master Plans are a critical tool for local agencies in identifying community and infrastructure needs, prioritizing projects and funding allocation, strategically developing parks and recreational programs, and creating a vision for the future.

The Citywide Parks and Recreation Master Plan is the City's first comprehensive planning document directed at the City's recreation system.

Figure 3. Gerstle Park Picnic Area



2.2 PLANNING PROCESS

The San Rafael General Plan 2040 and City Council’s Goal and Objectives established the creation of a Citywide Parks and Recreation Master Plan as an important priority to help the City better plan for the changing recreational needs of the community. In November 2021, the City of San Rafael contracted with RHAA Landscape Architects and Planners (Consultant) to launch a comprehensive parks and recreation planning process to analyze the use of existing parks, recreation facilities, and recreation programs and operations. The CPRMP planning process results from collaboration with City staff, the San Rafael community, and the Consultant.

In the Spring of 2022, the City launched a community engagement campaign to gather input on the recreation amenities, activities, and programs that are most important to them. The community engagement process included a statistically valid survey, a community questionnaire, interviews with stakeholder groups, and a series of community meetings held at different times and locations throughout the City, as well as online. The below details the community engagement activities undertaken in the Citywide Parks and Recreation Master Plan.

CPRMP Steering Committee

The CPRMP Steering Committee was approved by City Council on June 16, 2021, to provide ongoing feedback on the Master Plan process. The Steering Committee included individuals from diverse backgrounds to represent a broad cross-section of the San Rafael community and served as a guiding body for the development of the Master Plan. The CPRMP Steering Committee met four times throughout the project life and included representatives from the following community and stakeholder groups:

- Age Friendly San Rafael Task Force
- Artworks Downtown
- Canal Alliance
- San Rafael ADA Access Advisory Committee
- San Rafael Bicycle & Pedestrian Advisory Committee
- San Rafael Library Board of Trustees
- San Rafael Park & Recreation Commission
- San Rafael Pickleweed Advisory Committee
- The Canal Arts
- Marin Conservation League
- Marin County Parks
- Marin Society of Artists
- Marin YMCA
- Orcas Swim Team
- San Rafael Chamber of Commerce
- San Rafael City Schools
- San Rafael Girls Softball

Stakeholder Interviews

A series of stakeholder interviews were conducted by City staff and the Consultant team for the Master Plan. The stakeholder groups included Arts and Culture, City Leadership, Homeowner and Neighborhood Associations, Older Adults and Special Populations, and Sports and Leisure. These interviews offered the opportunity for key stakeholder groups to provide focused input and perspectives on issues related to San Rafael’s park and recreation system. Groups interviewed included:

- **Arts and Culture Organizations** – The Canal Arts, Cedars Fine Arts Studio, DrawBridge, Marin County Cultural Services, Marin Society of Artists, Youth in Arts

- **City Leadership** – Assistant City Attorney, City Clerk, City Manager, Community Development Director, Economic Development Director, Library and Recreation Department Director and Assistant Director, Police Chief, Sanitation District Manager
- **Homeowner and Neighborhood Associations** – Dominican/Black Canyon Neighborhood Association, Gerstle Park Neighborhood Association, Loch Lomond Homeowners Association, Mont Marin/San Rafael Park Neighborhood Association, Peacock Gap Homeowners Association, Sun Valley Neighborhood Association, Terra Linda Homeowners Association, West End Neighborhood Association
- **Older Adult and Special Populations Organizations** – Age-Friendly San Rafael, Aging Action Initiative, Cedars, Marin County Commission on Aging, Marin Ventures, San Rafael Goldenaires, San Rafael Library and Recreation Department, Vivalon

See Appendix A for a summary of the stakeholder group interviews.

Figure 4. Community Meeting, Albert J. Boro Community Center



Community Surveying

To assess community needs and interests in San Rafael’s recreation services, a statistically valid survey was conducted from March 7 through March 10, 2022, and an online questionnaire was initiated on March 30 and closed on May 3, 2022. The Statistically Valid Survey (SVS) was conducted by RHAA consultant Godbe Research, specialists in opinion research. The SVS collected 575 responses from City residents and registered voters reflecting the City’s demographic profile. The Statistically Valid Survey was conducted in English (559 respondents) and Spanish (16 respondents). The Park and Recreation Community Questionnaire (PRC), conducted by RHAA through Survey Monkey as well as via paper copies distributed throughout City facilities and partner organizations, collected 1,131 responses between March 30th and May 31st of 2022. The questionnaire was provided in English (1,046 respondents), Spanish (84 respondents), and Vietnamese (1 respondent).

See Appendix B for a summary of the community survey results.

Community Meetings

Two community meetings were held for the CPRMP. Community Meeting #1 was held four times in Spring 2022 – March 30th at the San Rafael Community Center; April 28th at the Terra Linda Community Center; May 5th online; and May 11th at the Albert J. Boro Community Center. The May 11th meeting was conducted in Spanish with English translation available.

At Community Meeting #1, RHAA presented the CPRMP team, project goals and scope, and a review of existing park and facility conditions. A significant portion of Community Workshop #1 was also dedicated to collecting community input on desires for improvements throughout San Rafael’s park and recreation system. More than 100 community members shared their thoughts at these community meetings.

INTRODUCTION

Community Meeting #2 was held online on September 8, 2022. At this meeting RHAA presented findings from the community outreach process (Statistically Valid Survey and Parks and Recreation Questionnaire survey results), a summary of the park and facility inventory, a summary of the recreation planning and operations assessment, and the criteria to be used to prioritize proposed recommendations from the CPRMP. Community Meeting #2 included breakout sessions to solicit feedback on the prioritization criteria and approximately 25 community members participated.

See Appendix C for Community Meeting summaries.

2.3 REVIEW OF RELEVANT PLANNING EFFORTS

Recent and ongoing planning efforts by the City of San Rafael guide the CPRMP. A review of the City's relevant planning efforts was completed as a component of the Master Plan to ensure that the CPRMP's goals and recommendations build upon and support previous work. The following master planning documents guide the Citywide Parks and Recreation Master Plan.

See Appendix D for the detailed Document Review completed.

San Rafael General Plan 2040, 2021

The San Rafael General Plan 2040, or General Plan 2040, was adopted by the San Rafael City Council in August 2021 and addresses the planning elements of land use, circulation, housing, open space, conservation, safety, noise, and environmental justice. The General Plan 2040 provides a shared vision for the City's future and a guiding framework to make that vision a reality as it looks 20 years into the future. This document supports

the City's existing qualities while promoting improvements to make San Rafael more resilient, equitable, healthy, and attractive as it continues to evolve and grow.

General Plan 2040 identifies guiding principles to achieve the vision of a thriving San Rafael with a commitment to conserve and strengthen San Rafael – its neighborhoods, open space, downtown, strong sense of community, historic legacy, and quality public service. With these aspects in mind, General Plan 2040 identifies the five following Guiding Principles:

- Economic vitality
- Opportunity for all
- Adapting to the future
- Housing the growing community
- Mobility

In relation to the CPRMP, General Plan 2040 provides goals, policies, and programs, per planning element, that shape and inform its development. The Guiding Principles of Opportunity for All and Adapting to the Future are folded into the CPRMP's recommendation prioritization process, and goals and policies found in the Parks, Recreation, and Open Space, and Equity, Diversity, and Inclusion Elements guide the CPRMP's goals, policies, and actions.

Downtown Precise Plan, 2021

The San Rafael Downtown Precise Plan, adopted in 2021, provides a 20-year roadmap for the City to achieve goals of increasing housing diversity and equity, improving walkability and transportation options, and advancing resiliency to climate change, within the City's downtown planning area. This Precise Plan implements the community's vision to create opportunities for reinvestment and future development that is

feasible, predictable, and consistent within downtown San Rafael. Related to the CPRMP, Albert Park and Boyd Memorial Park are included within the limits of the Downtown Precise Plan as well as topics of pedestrian mobility that are in alignment with the City's recreation interests. San Rafael's downtown area provides a central location and an established regional center with a walkable downtown and access to nature – key opportunities identified in the Precise Plan that relate to the City's recreation network.

Climate Change Action Plan 2030, 2019

The Climate Change Action Plan 2030, formally adopted in 2019, is a planning document to guide the City of San Rafael in developing programming and actions to reduce greenhouse gas emissions – pollutants that cause climate change. Recommendations to reduce greenhouse gas emissions are provided for both the community of San Rafael as well as for government operations. The City's park and recreation network supports the City's efforts in reducing greenhouse gas emissions through educational programming and the provision of energy and resource efficient operational services. The CPRMP further supports the Climate Action Plan 2030 by proposing recommendations that will implement sustainable practices in the City's capital improvement projects.

San Rafael Bicycle and Pedestrian Master Plan, 2018

The 2018 San Rafael Bicycle and Pedestrian Master Plan, an update to the 2011 Bicycle and Pedestrian Master Plan, documents conditions for bicycling and walking in San Rafael and outlines steps to improve safety, act on community needs, and improve mobility options for the San Rafael community. Pedestrian mobility is a key component of the City's recreation network, with the 2017 pedestrian and bicyclist survey finding that 71% of respondents listed parks and trails as their top bike destinations.

While the Bicycle and Pedestrian Master Plan does not propose pedestrian projects within the City's parks, it does provide recommendations for mobility improvements adjacent to some City recreation amenities. The CPRMP supports bike and pedestrian mobility throughout the City.

Canalfront Conceptual Design Plan and Design Guidelines, 2009

The Canalfront Conceptual Design Plan develops an outline for creating a promenade connecting Starkweather Shoreline Park through the Canal neighborhood and across the canal waterway east toward China Camp State Park. The Canalfront Design Guidelines is a companion document to the Design Plan, providing guidelines for building design in the plan area and desired recreation amenities. The recommendations set forth in these plans inform the Citywide Parks and Recreation Master Plan particularly in areas serving the canal community, providing recreational shoreline access, developing new mini parks at the San Rafael Yacht Harbor, and the City's Beach Park property. The Design Plan addresses 4 goals:

- Define access points to and along the Canal waterfront
- Identify the most appropriate location and type of Canal crossing improvement(s)
- Serve as a foundation for completing the Bay Trail from Pickleweed Community Center to Pt. San Pedro Road
- Provide design guidelines to maximize waterfront amenities through redevelopment opportunities along the Canalfront

The Canalfront Design Guidelines document provides design guidelines that apply to the entire area defined as the San Rafael Canalfront planning area. These guidelines promote quality of life for the Canal community as well as visitors. In applying area-wide guidelines, the planning areas benefit from establishing a common identity for projects related to the Canal.

INTRODUCTION

Additional Relevant Planning Efforts

The below documents were additionally referenced to develop the CPRMP:

- Terracon Facility Condition Assessment, 2019
- Shoreline Park Interpretive Signage Master Plan, 2007
- San Rafael Shoreline Master Plan, 1989

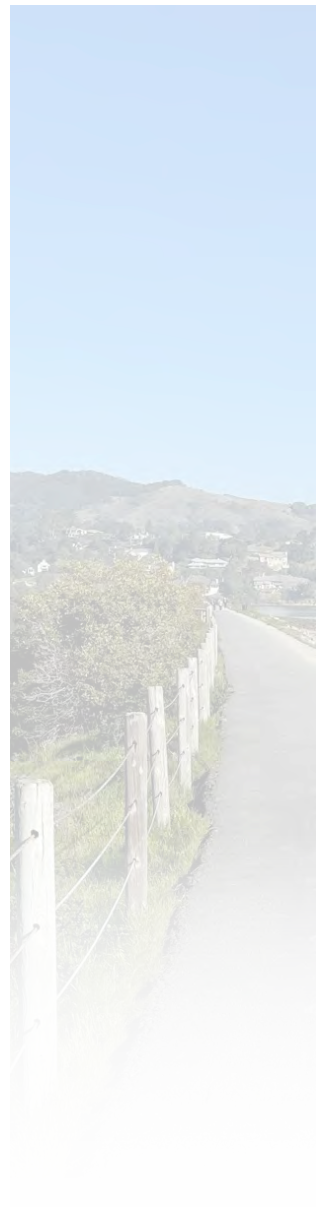
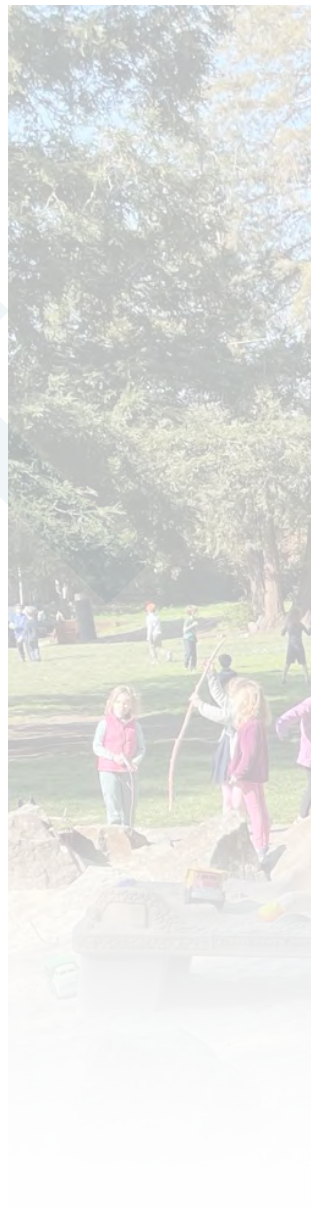
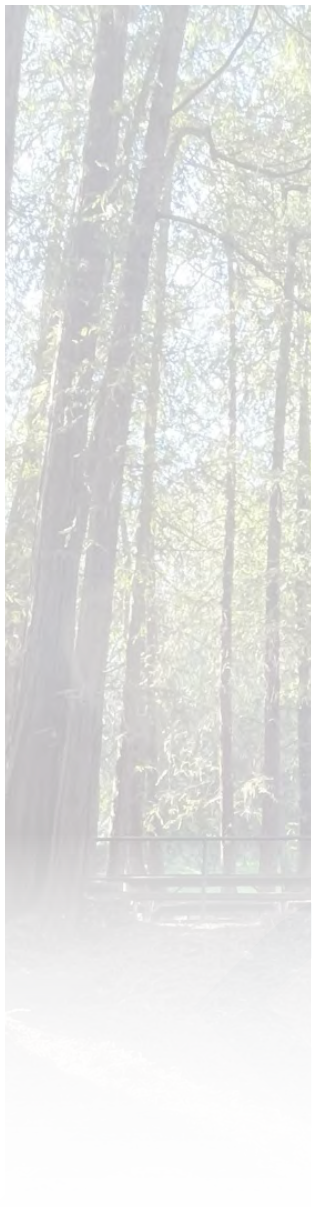
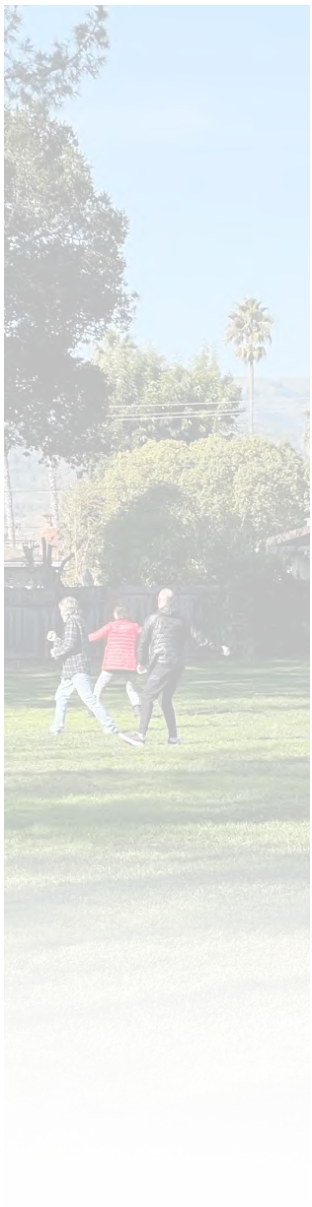
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3. EXISTING FRAMEWORK



- 3.1 PARK SYSTEM OVERVIEW
- 3.2 RECREATION FACILITIES OVERVIEW
- 3.3 RECREATION DEPARTMENT AND PROGRAMS
- 3.4 DEMOGRAPHIC PROFILE

3.1 PARK SYSTEM OVERVIEW

San Rafael’s parks include space for self-guided recreation, organized and pick-up sports, community gardening, playgrounds, and social gathering. The assessment scope of the CPRMP includes 25 City-operated parks and 5 City-operated recreation facilities. This includes the City’s 3 community parks, 11 neighborhood parks, 6 pocket parks, 5 special use parks. The scope of this Master Plan, limited to City-operated, improved parkland sites, totals approximately 106.4 acres of City-operated improved parkland. See Table 6 for a list of City-owned parks by type and recreation provided.

The San Rafael General Plan 2040, which assesses a greater San Rafael Planning Area (inclusive of Marin County-operated parkland, California State-operated parkland, parkland in unincorporated areas, and 50% of improved open space on public school properties), notes that approximately 314 acres of improved parkland is available to the San Rafael Community. While the CPRMP identifies this total acreage of improved parkland as critical to the adequacy of the City’s park system, the recommendations, policies, and strategies identified in the CPRMP are specific to San Rafael’s City-operated improved parkland.

Figure 5. Youth Taekwondo at Terra Linda Community Center



EXISTING FRAMEWORK

Table 6. City-Operated Parks by Type and Recreation Provided

Park Name	Size ¹	Ballfield	Basketball Court	Bocce Facilities	Handball Court	Multi-Use Turf Field (soccer/football)	Par Course	Playground	Pool	Reservable Picnic Area	Restroom	Tennis Court	Water Feature
Community Park													
Albert Park	13.34	x		x				x				x	
Pickleweed Park	17.60	x				x		x		x	x		
Terra Linda Park	2.87		x					x	x	x	x		
Neighborhood Park													
Bernard Hoffman Field	3.80	x											
Bret Harte Park ²	0.46		x					x			x		
Freitas Park	2.69							x		x	x	x	x
Gerstle Park	6.00		x					x		x	x	x	
Loch Lomond	3.00							x			x		
Los Ranchitos Park	3.00		x		x			x			x		
Oleander Park	2.28							x					
Peacock Gap Park	4.14						x	x			x	x	
Santa Margarita Park	5.00		x					x		x	x	x	
Sun Valley Park	5.00		x					x		x	x		
Victor Jones Park	5.96	x	x					x		x	x		
Pocket Park													
Arbor Park	0.30												
Beach Park	0.44			x									
Hillview Park	0.26												
Munson Park ³	1.46												
Oliver Hartzell Park	0.54							x					
Riviera Park	0.27							x					
Special Use Park													
Boyd Memorial Park	1.75							x				x	
Falkirk Cultural Center Grounds	3.60												
Jean and John Starkweather Shoreline Park	21.30										x		
Special Use Park - Community Garden													
Canal Community Garden	0.35												
Terra Linda Community Garden	1.00												
Total	106.41	4	7	2	1	1	1	16	1	7	12	6	1

The City also operates approximately 935 acres of unimproved open space, which is not assessed in the scope of the CPRMP. Table 7 details the City-operated unimproved open space in San Rafael.

Table 7. City-Operated Unimproved Open Space

Open Space	Size ⁴	Park Type
Bay Way	6.4	Open Space
Boyd Park (upper)	16	Open Space
Deer Valley	43	Open Space
Falkirk (upper)	7.5	Open Space
Glenwood	56.3	Open Space
Harry Barbier Memorial Park	582	Open Space
Hartzell	18.1	Open Space
Hillside Avenue	8	Open Space
Mont Marin (Joint Operation with Marin County)	68	Open Space
Mountain (Joint Operation with Marin County)	51.4	Open Space
Jerry Russom Memorial Park ⁵	7	Open Space
Picnic Hill - Bret Harte	13.2	Open Space
Upper Gerstle Park (Joint Operation with Marin County)	22.0	Open Space
Upper Toyon/Makin Grade	36	Open Space
Total Acreage of City-Operated Unimproved Open Space		934.9

Related to open space, the City’s trails are not included within the Master Plan scope. Given the high importance of walking, jogging, and pedestrian access in San Rafael, the City will be launching a separate Trail Existing Conditions and Feasibility Study to better understand the existing trail network on City property and identify opportunities and challenges to the system.

Additionally, the City’s urban canopy is not assessed in the scope of the CPRMP. San Rafael’s tree canopy provides vital environmental benefit of shade, air quality support, and carbon sequestration, and the City continues to pursue its efforts in protecting urban forestry per direction in General Plan 2040.

Park Service Area Standards and Gaps

A typical measure of adequacy for a City’s park system is the number of acres of parkland per 1,000 residents with California cities commonly adopting a standard of 3 to 5 acres of improved open space per 1,000 residents. School sites may be included to reflect that public use is available outside of school hours of operation in this open space requirement.

As previously stated, the San Rafael General Plan 2040 assesses a greater San Rafael Planning that goes beyond the City limits, including unincorporated areas and land managed by the State of California as well as Marin County. According to General Plan 2040, the San Rafael Planning Area includes approximately 314 acres of improved parkland available to the San Rafael Community. This acreage includes Marin County-operated parkland, California State-operated parkland, parklands in unincorporated areas, and 50% of improved open space on public school properties. With this acreage and counting the 73,300 residents living in the 2020 San Rafael Planning Area, there is currently 4.28 acres per 1,000 residents.

Looking within San Rafael’s City limits, the 2020 population is 61,271 residents. Applying the 314 acres of improved parkland available to the residents living within City boundaries, there is 5.12 acres available per 1,000 residents. This is a substantial supply of parkland that exceeds many California communities. The General Plan 2040 establishes a standard of 4 acres of parkland per 1,000 residents, which the City of San Rafael and the San Rafael Planning Area currently exceed in meeting. However, gaps in parkland service do exist now and may continue in the future.

General Plan 2040 predicts an addition of approximately 10,000 residents to the San Rafael Planning Area. With the standard of 4 acres of parkland per 1,000 residents, this addition of 10,000 residents may require an additional 40 acres of parkland for the Planning Area moving forward.

EXISTING FRAMEWORK

Parkland available within the City of San Rafael will contribute to this recreational need.

The CPRMP also supports the General Plan 2040's findings that 19% of San Rafael residents do not live within a 10-minute walk to a park, according to the Trust for Public Land (TPL). Neighborhoods that do not meet the 10-minute walk standard include:

- Montecito/Dominican
- West End/Fairhills
- Lincoln/San Rafael Hill
- Contempo/Deer Park
- Northbridge/Marin Lagoon

In addition to these areas of need, the General Plan 2040 acknowledges that the condition and range of San Rafael recreation amenities vary throughout the City and deferred maintenance and replacement items have contributed to an aging system. The Citywide Parks and Recreation Master Plan provides a strategy to holistically improve and support San Rafael's park and recreation network.

Figure 6. Consultant Team and City Staff on Site Tour, Albert Park



Park Inventory and Assessment

An inventory and assessment of San Rafael's parks was conducted by members of the Consultant team with assistance from City staff. This assessment reviews how each park asset currently serves the community and where they hold potential for site improvement and recreation opportunities. Each City-owned park was inventoried for the following information:

Location – Address or intersection

Size – Site acreage

Park Type – Pocket Park, Neighborhood Park, Community Park, Special-Use Park, Community Garden

History – Construction date (if known) and development over time

Current Condition – Excellent, Good, Fair, or Poor

- Excellent – highly functional, new, or recently replaced
- Good – very functional, new, or recently replaced with minimal wear
- Fair – functional but nearing end of useful life and replacement
- Poor – not functional, at the end of useful life, and requiring replacement

Amenity, Furnishings, and Facility Inventory – Site amenities such as sport courts, picnic tables, seating, restrooms, etc.

Recreation Provided – Capacity for various recreation activities such as organized sports and play areas

Constraints – Observed features that limit the site's recreation potential

Estimated Maintenance – Observed maintenance issues and current practices

While the needs of each site were evaluated individually, common trends in these deficiencies were identified. Those identified are active

community use and aged amenities with significant deferred maintenance, which combine to create prevalent deficiencies that must be addressed to continue to utilize and operate the parks efficiently.

Active Community Use

San Rafael community members value the City’s recreational assets. Parks and open space provide access to the outdoor environment and vital recreation opportunities in the urban environment. San Rafael’s park network offers sites to host community events and social gathering, however active use results in consistent wear on these amenities, particularly playgrounds and sport courts. The inventory of San Rafael’s parks reveals a general need to update the City’s playgrounds per code and accessibility and sport court renovation through a minimum of surface repavement.

Aged and Unique Park System

In alignment with many California communities most of San Rafael’s parks were constructed throughout the 1950s and 1960s. With park sites aged 60 to 70 years old, inevitable wear on these sites is evident. Systemwide infrastructure, including irrigation, paving, and support structures, are near or have reached the end of their useful life and require repair and/or replacement. Typical aging also culminates in accessibility barriers that require removal and the replacement of park signage for system legibility.

The City has addressed repair and maintenance concerns as resources allow, however deferred projects remain a challenge to San Rafael achieving full recreational capacity. In addition to standard aging, San Rafael manages 3 historic park sites built in the 19th century – the near centurion Boyd Park, Gerstle Park, and Falkirk Cultural Center Grounds. These are unique cultural assets that provide exceptional value to the city’s

recreation network, however their management requires unique care and resources.

The full Park Inventory and Assessment, performed by RHAA Landscape Architects and Planners, is available in Appendix E.

3.2 RECREATION FACILITIES OVERVIEW

In addition to parks, the City of San Rafael maintains 4 community centers, 2 recreation buildings, and 12 park restrooms, seen in Table 8.

Table 8. City-Operated Recreation Facilities

Community Centers
Albert J. Boro Community Center
Falkirk Cultural Center
San Rafael Community Center
Terra Linda Community Center
Recreation Buildings
Albert Park Field House
Terra Linda Pool House
Park Restrooms
Bret Harte Park
Freitas Park
Gerstle Park Lower
Gerstle Park Upper
Jean and John Starkweather Shoreline Park*
Los Ranchitos Park
Loch Lomond Park
Peacock Gap Park
Pickleweed Park
Santa Margarita Park
Sun Valley Park
Victor Jones Park

*Not included in the Recreation Facility Inventory and Assessment

EXISTING FRAMEWORK

Recreation Facility Inventory and Assessment

An inventory and assessment of San Rafael’s recreation facilities was completed for the CPRMP. This assessment collected the following information at each site:

Architectural Deficiencies – Exterior materials and finishes, doors and windows, interior materials and finishes

Mechanical Deficiencies – Heating, ventilation and cooling, plumbing, fixtures, fire sprinklers

Electrical Deficiencies – Electrical, lighting, fire alarm

Structural Deficiencies – Primary and secondary structure, seismic resistance

Accessibility Deficiencies – Building scope only

The purpose of this assessment is to understand the physical condition of the sites, rather than their programmatic offerings. An assessment of the City’s recreation program operations, and their relation to recreation facilities, follows later in this section of the Master Plan. Data provided in the 2019 Terracon Facility Condition Assessment is incorporated in this inventory.

Deficiencies

Each San Rafael recreation facility assessed is unique in age and construction type, however common trends in deficiencies were identified. These include:

- Water intrusion
- Aging mechanical equipment
- Outdated electrical distribution
- Door and window replacement needs

- Moveable partition repairs
- Degraded paint and finishes
- Deficient exterior wood decking

Accessibility issues vary from substantial access concerns with the oldest facilities to minor outstanding compliance issues with facilities that have been recently updated. If not addressed, the above deficiencies will continue to deteriorate the City’s assets and limit opportunities for programmatic services and expansion.

The full Recreation Facility Inventory and Assessment, performed by architectural consultants mack5 is available in Appendix F.

3.3 RECREATION DIVISION AND PROGRAMS OVERVIEW

San Rafael’s Recreation & Childcare Division of the Library and Recreation Department provides recreation services to the San Rafael community. Like the assessments of the City’s existing parks and recreation facilities, a review of the City’s recreation programs and services is also provided in the Master Plan for a complete analysis of San Rafael’s park and recreation system. This assessment was performed by recreation planning consultants Ballard*King. The overview of the City’s recreation division and programs is broken into three components – recreation programs and services provided, recreation facilities supporting these programs and services, and organization and staffing. It is important to note this assessment is based on programming offered from 2019 through 2021, recognizing that COVID has had significant impact on programming from 2020 through 2022.

Recreation Programs and Services

The following section discusses the Recreation & Childcare Division programs and services. Program enrollment is high, with residents

comprising approximately 90% of all session-based classes, 72% of all drop-in classes, and significant waiting lists for youth camps, aquatics; and after-school programming. This section details programs offered and the City’s partnerships for recreation service delivery. For reference, Table 9 provides general descriptions of recreation programs that agencies often offer by type.

Table 9. Typical Recreation Programs Offered Nationally

Recreation Type	Description
Aquatics	Learn-to-swim classes, aqua exercise classes, competitive swimming/diving, SCUBA, and other programs such as artistic swimming and water polo.
Cultural Arts	Performing arts classes, visual arts classes, music/video production, and arts events.
Education	Language programs, tutoring, science (STEM) classes, computer, and financial planning.
Fitness	Group fitness classes, personal training, wellness education, and nutrition.
General Interest	Personal development classes.
Older Adults	Programs and services dedicated to serving the needs of older adults. This can include all the activity areas noted in this table plus social service functions.
Outdoor Recreation	Environmental education, hiking, camping, kayaking, fishing, and other activities.
Self-Directed	Opportunities for individuals to recreate on their own with activities such as open-gym, use of weight/cardio space and lap/recreational swimming. Although not an organized program type, time and space must be allocated for this recreation purpose.
Special Events	Citywide or community center based special events that are conducted throughout the year.
Special Needs	Programs for the physically and mentally impaired and inclusive programming.
Sports	Team and individual sports including camps, clinics and tournaments. Also includes adventure and non-traditional sports.
Teens	Programs and services that are focused on serving the needs of teens. This can include all the activity areas noted in this table.

Youth	Before and after school programs, summer/school break camps, childcare, and preschool.
-------	--

Major Areas of Program Focus

Major areas of existing recreation program delivery from the Recreation & Childcare Division include youth and older adult activities, cultural arts, aquatics, and self-directed recreation opportunities. The following services are listed in the order of emphasis currently provided to the community.

Youth - The Recreation & Childcare Division provides major focus on youth programs including toddler activities, parent-tot programs, indoor playground programming, as well as programming in arts and crafts, sports, summer camps, after school sessions, and preschool enrichment. These are offered through a mix of City and contract staff.

Cultural Arts - Cultural Arts are a significant program area provided by the Recreation & Childcare Division. This programming includes ceramics, painting, and other visual arts activities. There are additionally performing arts activities such as dance and theater as well as art(s) exhibits held at Falkirk Cultural Center throughout the year.

Figure 7. Ceramics at Terra Linda Community Center



EXISTING FRAMEWORK

Older Adults - The City partners with the Goldenaires, a non-profit organization, to provide services at the San Rafael Community Center for San Rafael's senior community. This includes arts, social, fitness, dances, cards, bingo, and travel programs. There is also a congregate meal program at the San Rafael and Albert J. Boro Community Centers that is provided in partnership with the County of Marin. City staff additionally run senior multicultural programming at the Albert J. Boro Community Center as well as provide space for older adult groups to meet at the Terra Linda Community Center.

Aquatics - Swim lessons, Junior Lifeguard programming, and aquatic summer camps are currently provided by City staff. Lap Swim, Masters Swim, and local non-profit swim team programs are offered throughout the season as well as lifeguard certification and water safety instructor certification. Aqua exercise classes are additionally offered at the Terra Linda Pool through contract providers.

Self-Directed Recreation - The Recreation & Childcare Division provides a variety of drop-in recreation opportunities including gym-based activities (basketball, volleyball, etc.), field-based sports (baseball/softball, soccer, football, etc.), swimming, and racquet sports. Additionally, the City provides rentals of both indoor sites and athletic fields for self-directed recreation – there is a strong rental program in place for all facilities.

Figure 8. Goldenaires Spring Celebration



Figure 9. Older Adults Water Color Class



Additional Areas of Program Focus

Additional areas of program delivery include fitness, teen programming, special events, outdoor recreation, programming for special needs, education, general interest, and sports. These are services provided by the Recreation & Childcare Division, however not to the extent as the previously discussed program focuses and the City may consider increasing their delivery based on community interest.

Fitness - The majority of fitness programs are currently offered by contract providers, run in the City's recreation facilities.

Teen Programming - A few teen focused programs are provided, including teen art and theater. Teens can also enroll in several youth and adult programs offered by the City.

Special Events - There are limited special events offered by the Library & Recreation Division. These include Día De Los Muertos (Day of

the Dead), Movies in the Park, Summer Kick Off, Ghost Stories at the Mansion, and Holiday Craft Fair. The majority of these offered are provided at community centers rather than throughout the City.

Outdoor Recreation - Community gardens are the primary aspect of this program area. The City also has multiple reservable outdoor picnic sites for self-directed recreation.

Special Needs - This is not an established program area for the Recreation & Childcare Division with services in this area offered by other providers in the San Rafael area.

Education - Many education-based programs are integrated into youth after school, camps, and other programs.

General Interest - A few programs are offered in this area including youth babysitting, adult computer classes, bridge, voice overs, and mindfulness courses.

Sports - Most youth sports programming is currently provided by other organizations and adult programs, such as Marin Social Sports and Central Marin Soccer, which utilize the City’s fields and recreation facilities. Sport programming offered by the City includes minimal youth soccer, Junior Giants, adult pickleball, and martial arts.

Table 10 lists 2019 session-based classes by enrollment number.

Table 10. 2019 Session-Based Class Enrollment*

Program Type	Resident Participants	Non-Resident Participants	Waitlist Numbers	Program Withdrawals
After School	2,175	12	111	285
Aquatics	588	210	104	153
Arts & Crafts	660	121	43	42
Athletics	432	33	0	55
Camps	702	106	35	110
Community Garden	55	4	0	2
Dance	296	40	2	19
Fitness	464	37	6	21
Language	4	5	0	10
Martial Arts	323	26	0	13
Performing Arts	45	12	0	2
Personal Growth	28	14	0	4
Technology	21	9	0	6
Total	5,793	629	301	722

*This table includes City staff led programs as well as contract providers.

Table 11 lists 2019 drop-in base classes by enrollment number.

Table 11. 2019 Drop-In Program Enrollment*

Program Type	Participants
Aquatics	21,763
Arts & Crafts	1,290
Athletics	3,573
Fitness	4,893
Games & Sports	22,510
Personal Growth	1,278
Total	55,307

*This table includes City staff led programs as well as contract providers.

EXISTING FRAMEWORK

Table 12 lists classes run versus classes cancelled from 2018 through 2021. The number of classes cancelled from 2020 to 2021 directly relate to the COVID pandemic. However, a high percentage of classes offered in 2018 and 2019 indicate a high demand for recreation programs.

Table 12. Classes Run vs. Classes Cancelled

Statistic	2018	2019	2020	2021	2022
Number of Classes Run	241	222	127	126	216
Number of Classes Cancelled	54	61	162	67	50
Total	295	283	289	193	266

Program Partners

To support City recreation staff resources, the Recreation & Childcare Division collaborates with a variety of internal and external partners to satisfy recreation program need. Internal City providers include the San Rafael Public Library, and the Economic Development and Police Departments. External providers include Marin Social Sports, the Goldenaires, the County of Marin, and various youth sport organizations throughout the City and County. Most recreation programs are provided by contract providers.

The partnership model is particularly important at the Albert J. Boro Community Center, where the City has established a co-sponsorship program. Through this program, the City waives facility use fees for organizations that provide in-demand recreational programs free-of-charge to the community. Annually, the City waives up to \$140,000 in fees through co-sponsorships, providing the community with robust, financially accessible programming.

Table 13 lists program areas and their providers and Table 14 lists the number of classes led by City staff versus led by contract providers.

Table 13. Recreation Program Areas by Provider

Program Area	City-Provided	Contract or Other Providers
Aquatics	x	x
Cultural Arts	x	x
Education		x
Fitness/Wellness		x
General Interest		x
Older Adults	x	x
Outdoor Recreation	x	x
Self-Directed	x	
Special Events	x	x
Special Needs		
Sports	x	x
Teens		x
Youth	x	x

Table 14. Contract Classes vs. City Staff Led Classes

Statistic	2018	2019	2020	2021	2022
Number of Contract Classes	269	261	273	177	200
Number of Staff Led Classes	26	22	16	16	66
Total	295	283	289	193	266

Summary of Recreation Programs and Services

The major focus of programming for the Recreation & Childcare Division is youth and senior services, with the majority of programming offered by contract instructors or other organizations. Recreation programs and services are typically planned and delivered from the City's community centers and lean towards traditional recreation offerings. While gaps in recreation programming exist, notably in teen, special event, and special need programming, it is not typical for parks and recreation agencies today to provide direct programming for all interest areas. Should the City increase recreation programming it would require:

- Additional staff time to develop and deliver new programs and services.
- Additional funding to offset the cost of new programs and services in addition to revenues from program fees.
- Adequate facilities and time available for new programs.

Recreation Facilities

The following section discusses the recreation facilities in support of the recreation programs and services provided to the San Rafael community.

City-operated indoor facilities include the Terra Community Center, San Rafael Community Center, Albert J. Boro Community Center, and Falkirk Cultural Center. Outdoor City-operated recreation facilities include the Terra Linda Pool, Albert Field, Pickleweed Field, and the Canal and Terra Linda Community Gardens.

The Recreation Programs and Operations Assessment identifies several challenges associated with San Rafael’s existing recreation facilities and their ability to deliver recreation programs and services:

Aging Facilities – The age and condition of many of the City’s recreation facilities has made it difficult to keep up with maintenance and results in impacts on programs. The age also means that some of the spaces themselves are no longer appropriate or have the amenities to support today’s recreation programs. Additionally, accessibility barriers impact use, particularly at the Falkirk Cultural Center.

Lack of Space – In some instances, there is a lack of space for the recreation programs offered. The most impacted programs include afterschool enrichment, childcare, and services offered at the Terra Linda Community Center.

Limited Parking – The CPRMP finds that the City’s community centers lack parking to support the activities that take place there. Community centers with acute parking limitations include Albert J. Boro Community Center and Falkirk Cultural Center.

School Facilities – The City of San Rafael does not currently hold a joint use agreement with the local school district. This results in the Recreation & Childcare Division paying for school use with limited time available. A joint use agreement may support recreation program expansion should the City pursue it.

Limited Sports Fields – Based on NRPA benchmarking, the City of San Rafael is deficient in athletic fields for youth and adult sports. The City may pursue joint-use agreements, collaboration opportunities, or improvements to existing facilities to increase community field access.

Facility Rentals – The extensive rental of recreation facilities is a major service to the community. However, it puts additional strain on existing amenities and at times limits the growth of in-house programming. Despite this, rentals should continue to be an important aspect of the services offered.

Figure 10. San Rafael Community Center



EXISTING FRAMEWORK

Organization and Staffing

The final component of the recreation department and programs overview is organization and staffing. This component includes an assessment of Recreation & Childcare, Parks, and Facilities Maintenance, covering 3 divisions within the 2 departments - Parks and Facilities Maintenance are divisions of the City's Department of Public Works.

Key challenges identified in the City's recreation organization and staffing include:

Limited Staff – Full-time staffing is currently at the minimum level to adequately provide parks and recreation programs, facility operations, and park and recreation facility maintenance. This impacts the City's capacity for long range planning and performance metrics tracking, as well as to respond to the community desire for improved maintenance of City parks and facilities.

Funding – There is a minimal level of funding to adequately cover the operations and maintenance of parks and facilities or provide additional recreation programs and services. If the City desires to increase maintenance levels or programming, it will need to look at increasing funding for those activities.

Homelessness and Illicit Activities – Homelessness and illicit activities impact operations and maintenance of parks and facilities.

COVID 19 Pandemic – COVID 19 has had a big impact on operations and services and the City is still working on recovering from this situation. This is especially true for Recreation & Childcare.

3.4 DEMOGRAPHIC PROFILE

San Rafael's demographic profile highlights the characteristics and composition of the City's community to inform recommendations proposed in the CPRMP. The resources utilized in this analysis include:

- San Rafael Adopted Housing Element
- Draft Housing Element – 2023-2031
- U.S. Census
- Association of Bay Area Governments (ABAG)

This information provides data on existing and potential recreation users as well as program demand as interests in recreation vary based on age, family status, income, and other demographic qualities. The demographic analysis can support conclusions about the likelihood of demand for programs and services and the City's capacity to serve the demand. Below are key findings in this profile:

- There is economic and housing resource disparity among San Rafael residents, particularly for Latinos/Hispanics.
- A significant growth in school age children has occurred since 2010 with many soon to enter the young adult cohort.
- There is significant variation in age by neighborhood with the Canal neighborhood carrying the largest portion of residents under the age of 18. This points to a need for accessible and affordable recreation support in this community.
- Residents are aging in place, calling for continued recreation services for older adults.
- San Rafael is a moderately dense urban area with a largely built-out status requiring thoughtful planning for recreation attributes to efficiently provide service to the greatest number of residents.

Demographic Analysis

Population

San Rafael’s population has grown comparably to the County of Marin and neighboring cities with similar populations between 50,000 and 99,000 – Petaluma and Novato. As of the 2020 United States Census, San Rafael had 61,271 residents. This is nearly a 6% increase from 2010, and a 9.3% increase from the year 2000, with the fastest rate of growth occurring between 2010 and 2020. Between 2010 and 2020, San Rafael grew by 6.1%, gaining more residents than any other Marin County city. Table 15 shows population growth in San Rafael from 2000 through 2020 in comparison with Petaluma, Novato, and Marin County.

In collaboration with the Association of Bay Area Governments (ABAG) population projections through 2040, General Plan 2040 predicts an addition of approximately 10,000 residents to the San Rafael Planning Area. Recent ABAG projections through 2050 indicate that there may be a 50% increase in households in the Central Marin sub-region, which includes San Rafael (along with Corte Madera, Fairfax, Larkspur, Ross, San Anselmo, and much of unincorporated Marin County). Supporting the City’s recreation network now, and in the future, is critical for expected population growth in the community.

Table 15. City and County Population Growth, 2000-2010

Jurisdiction	2000	2010	2020	% Change 2000-2020	% Change 2010-2020	% Change 2000-2020
San Rafael	56,063	57,713	61,271	2.9%	6.1%	9.3%
Petaluma	54,548	57,941	59,776	6.2%	3.2%	9.6%
Novato	47,630	51,904	53,225	9.0%	2.5%	11.7%
Marin County	247,289	252,409	262,321	2.1%	3.9%	6.1%

Source: US Census, 2000, 2010, and 2020

Table 16. City Population Density, 2020

Geography	San Rafael	Petaluma	Novato
Population/square mile	3,693	4,147	4,146
Land Area/square mile	16.6	14.4	27.5

Source: US Census, 2020

With a geographic area of 16.6 square miles, San Rafael’s urban density is 3,693 persons per square mile, shown in Table 16. This is a moderately dense urban area with a largely built-out status. This requires thoughtful planning for San Rafael’s recreation attributes to efficiently provide service to the greatest number of residents and recreation users.

Age

Understanding age in a community is a tool to identify variations in recreation interests and behaviors. Age identifies two important characteristics about a group of individuals: (1) their place in the life cycle, and (2) their membership in a cohort of those born at a similar time, providing planning information for recreation need and interest. Typical age groupings are:

- Infants and Toddlers (0-4 years)
- School Age (5-17 years)
- Young Adults (18-24 years)
- Family Forming Adults (24-44 years)
- Mature Families (45-65 years)
- Baby Boomers (65-74 years)
- Older Adults (75 + years)

Table 17 details San Rafael’s age groups from 2000 through 2020.

EXISTING FRAMEWORK

Table 17. Population by Age Group, 2000-2020

Age Group	2000		2010		2020*	
	Number	%	Number	%	Number	%
Under 5 years	3,271	5.8%	3,590	6.2%	3,382	5.8%
5-17 years	7,726	13.8%	7,664	13.3%	9,556	16.3%
18-24 years	4,462	8.0%	4,834	8.4%	4,278	7.3%
25-44 years	18,661	33.3%	16,915	29.3%	15,100	25.7%
45-65 years	13,888	24.8%	15,574	27.0%	15,144	25.8%
65-74 years	3,628	6.5%	4,327	7.5%	5,917	10.1%
75+ years	4,427	7.9%	4,809	8.3%	5,398	9.2%
Total	56,063	100.0%	57,713	100.0%	58,775	100.0%
Median Age	38.5		40.2		41.1	

Source: US Census, 2000-2010, December 2020 American Community Survey [ACS], 2015-2019

*This table uses 2020 totals based on ACS 2015-2019 data and will therefore not match the 2020 Census

San Rafael has experienced the following changes throughout the last decade:

- There has been a significant growth in the number of school age children (5-17 years) with many soon to enter the young adult age cohort
- The City has experienced a decline in family forming adults (25-44 years) partially due to high rates of housing cost and limited housing options for this age group
- San Rafael has experienced relative stability in mature family ages (45-65 years)
- Baby boomers and older adults (65+) have grown to comprise a larger portion of the City's population, pointing to aging in place
- The overall median age is younger in San Rafael than in Marin County yet continues to age

Unique to San Rafael, there is significant variation in age by neighborhood. Census data by tract reveals the Canal neighborhood carries a large portion of residents under the age of 18 (38%). Conversely, 17% of residents in Peacock Gap, Smith Ranch, and Terra Linda neighborhoods are over the age of 75. The City's updated Housing Element additionally reveals that 29% of San Rafael's households have children under the age 18 living at home and nearly one third of the City's household include at least one resident over the age of 65. The age analysis shows that recreations services should continue to support youth and older adults.

Race and Ethnicity

San Rafael is the most racially diverse city in Marin County and continues to culturally diversify. White residents have declined approximately 16% while residents of multi-racial and Native American backgrounds have significantly increased. Table 18 details change in San Rafael's racial composition from 2010 through 2020.

Table 18. Racial Composition, 2010-2020

Racial Group	2010		2020	
	Number	%	Number	%
White	40,734	70.6%	33,427	54.6%
African American/Black	1,154	2.0%	1,065	1.7%
Native American/Alaskan	709	1.2%	2,246	3.7%
Asian	3,513	6.1%	4,073	6.6%
Pacific Islander/Hawaiian	126	0.2%	156	0.3%
Other Racial Group	8,513	14.8%	12,721	20.8%
Two or More Races	2,964	5.1%	7,583	12.4%
Total	57,713	100%	61,271	100%

Source: US Census 2010, and 2020

As Census guidance has changed for the classification of the Latino demographic, the percentage of residents selecting ‘other racial group’ has increased 6% while the percentage of residents indicating they were of two or more racial groups (multi-racial) has increased 7.1%, from 2010. Additionally, the percentage of residents identifying as Native American has tripled from 1.2% in 2010 to 3.7% in 2020. New guidance from national Census provides better representation for Latino residents who were formerly identified as ‘white’. See Table 19 for details on the Hispanic/Latino population in San Rafael from 2000 to 2020.

Table 19. Hispanic/Latino Population, 2000-2010

Racial Group	2000		2010		2020	
	Number	%	Number	%	Number	%
Hispanic/Latino	13,113	23.4%	17,302	30.0%	21,038	34.3%
Non-Hispanic	43,019	76.6%	40,411	70.0%	40,233	65.7%
Total	56,132	100.0%	57,713	100.0%	61,271	100.0%

Source: US Census 2000, 2010, and 2020

As highlighted above, there is consistent growth in the City’s Hispanic/Latino demographic. The number of Hispanic/Latino residents has increased by approximately 8,000 since 2000, while non-Latino/Hispanic residents have decreased by nearly 2,800 in the same time span. Compared to Marin County, a larger percentage of San Rafael’s population is Hispanic/Latino – 34.3% of San Rafael identifies as Hispanic/Latino while 18.8% of Marin County identifies as Hispanic/Latino. 43% of all Latinos residing in Marin County live in the City of San Rafael. Table 20 provides a comparison of race and ethnicity by City and County.

Table 20. 2020 Race and Ethnicity Groups in San Rafael and Marin County

Racial Group	San Rafael		Marin County	
	Number	Percent	Number	Percent
Hispanic/Latino (any race)	21,038	34.3%	49,410	18.8%
Non-Hispanic	40,233	65.7%	212,911	81.2%
White	31,585	51.5%	173,149	66.0%
Black/African American	1,024	1.7%	6,120	2.3%
Native American	145	0.2%	555	0.2%
Asian	4,015	6.6%	16,175	6.2%
Pacific Islander/Hawaiian	145	0.2%	457	0.2%
Other Racial Group	507	0.8%	2,040	0.8%
Two or More Races	2,837	4.6%	14,415	5.5%
Total	61,271	100.0%	262,361	100.0%

Source: US Census 2020

San Rafael’s Hispanic/Latino population, and cultural diversity, call for the continued provision of recreation services in both English and Spanish languages.

Household Income and Housing Tenure

The City’s updated Housing Element finds that San Rafael’s lower income residents are disproportionately Latino and young, with lower levels of educational attainment and higher rates of household overcrowding, see Table 21. Data reveals that the City’s income distribution has become less balanced over time – in 2018, approximately 14% of San Rafael residents lived below the federal poverty line (a 10% increase from 2000) while the percentage of families with household incomes over \$200,000 increased from 15.7% in 2010 to 27.7% in 2018. Income disparity limits opportunities for home ownership and the physical, neighborhood investment opportunities in the City that come with it.

EXISTING FRAMEWORK

Table 21. Household Income by Race and Ethnicity

Race/Ethnic Group	Median Income
Non-Hispanic White	\$115,318
Hispanic/Latino (any race)	\$55,332
Black/African American*	\$48,453
Asian/Pacific Islander (API)*	\$95,893
Multi-Racial*	\$100,875
Other Race	\$52,006
American Indian/Alaska Native	\$40,343

Source: American Community Survey, 2015-2019

*Data for Black, API, American Indian, and Other/Multi-racial includes Hispanic residents as well as non-Hispanic residents.

Housing tenure, tenancy (renting), and ownership highlight this disparity in the City of San Rafael with significantly lower rates of home ownership among Black and Latino households. While statewide home ownership is 49% for Latino households and 41% for Black households, in San Rafael it is 14% for Latino households and 13% for Black households. See Table 22. The City's updated Housing Element notes these significantly lower rates show racial economic disparity as well as a history of lending and sales practices making ownership difficult for non-White groups in the City.

Table 22. Housing Tenure by Race and Ethnicity

Tenure	Owners	Renters	Total	% Owners	% Renters
Non-Hispanic White	9,950	6,484	16,434	61%	39%
Hispanic/Latino	601	3,687	4,288	14%	86%
Black/African American*	50	321	371	13%	87%
Asian/Pacific Islander (API)*	934	765	1,699	55%	45%
Other/ Multi-Racial*	316	2,949	3,265	10%	90%

Source: US Census, 2000 and 2010, American Community Survey 2015-2019, ABAG 2021

*Data for Black, API, and Other/Multi-racial includes Hispanic residents as well as non-Hispanic residents.

The above factors of income and homeownership are major qualifiers for supportive recreation services, which can be affordably offered through the City. According to the Urban Land Institute (ULI), gaps in homeownership, not only perpetuate disparity in generational wealth but also impact access to neighborhood civic infrastructure such as parks.⁶ Lower income neighborhoods have typically received less investment in park development than their wealthier counterparts, and therefore often do not see the park space and recreation opportunities associated with areas of higher property value.⁷ Providing accessible, affordable recreational resources to low income communities of color is a powerful tool for advancing social equity.

(Footnotes)

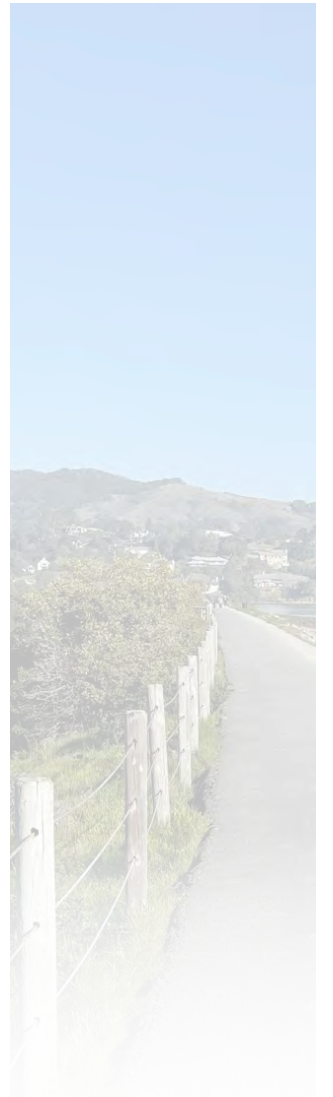
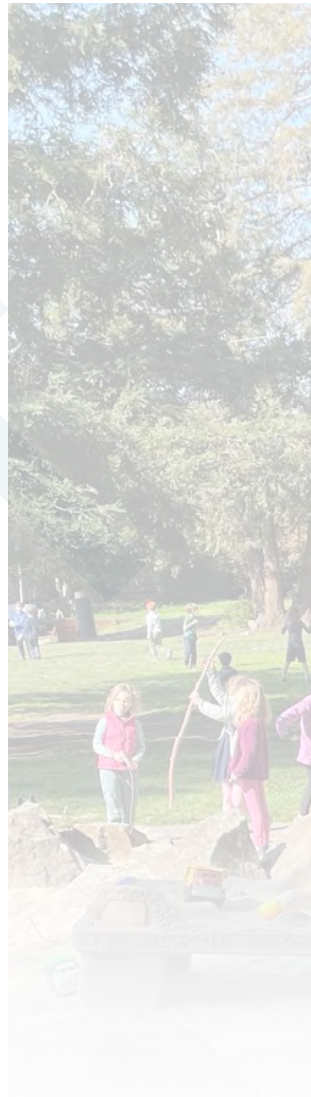
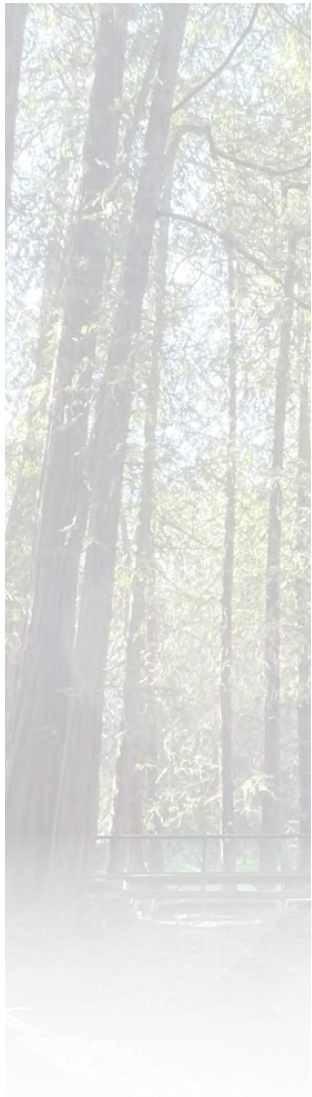
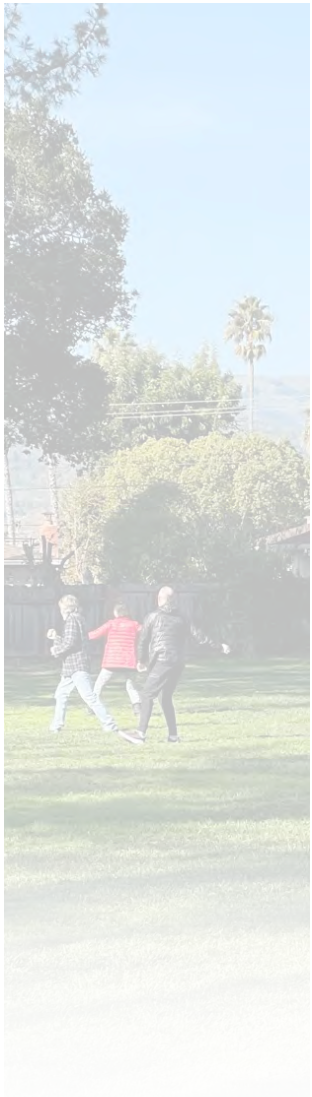
- 1 Park site acreage is provided by the San Rafael General Plan 2040 – Parks, Recreation, and Open Space Element
- 2 According to the General Plan 2040, Bret Harte Park is classified as a Pocket Park. Based on the site's existing site amenities, features, and use the CPRMP recommends reclassifying this site as a Neighborhood Park.
- 3 According to the General Plan 2040, Munson Park is classified as a Neighborhood Park. Based on the site's existing site amenities, features, and use the CPRMP recommends reclassifying this site as a Pocket Park.
- 4 Open Space site acreage is provided by the San Rafael General Plan 2040 – Parks, Recreation, and Open Space Element
- 5 According to the General Plan 2040, Jerry Russom Memorial Park is classified as a Neighborhood Park. Based on the site's existing site amenities, features, and use the CPRMP recommends reclassifying this site as an Open Space.
- 6 10 Principles of Enhancing Equitable Park Access – 2021, Urban Land Institute
- 7 Advancing Park Equity in California – 2021, PolicyLink

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4. NEEDS ASSESSMENT



4.1 SUPPLY

4.2 DEMAND

4.3 GAP IDENTIFICATION

The CPRMP's Needs Assessment is completed through a gap analysis – comparing the City's recreation supply to identified community demand while also considering current trends in recreation. This process identifies gaps in recreation services and opportunities to satisfy community need. This assessment is developed through an assessment of the City's supply of recreation amenities and programs and a review of the City's demographic profile, current recreation trends, and the community's input and expectations on San Rafael's park and recreation network.

4.1 SUPPLY

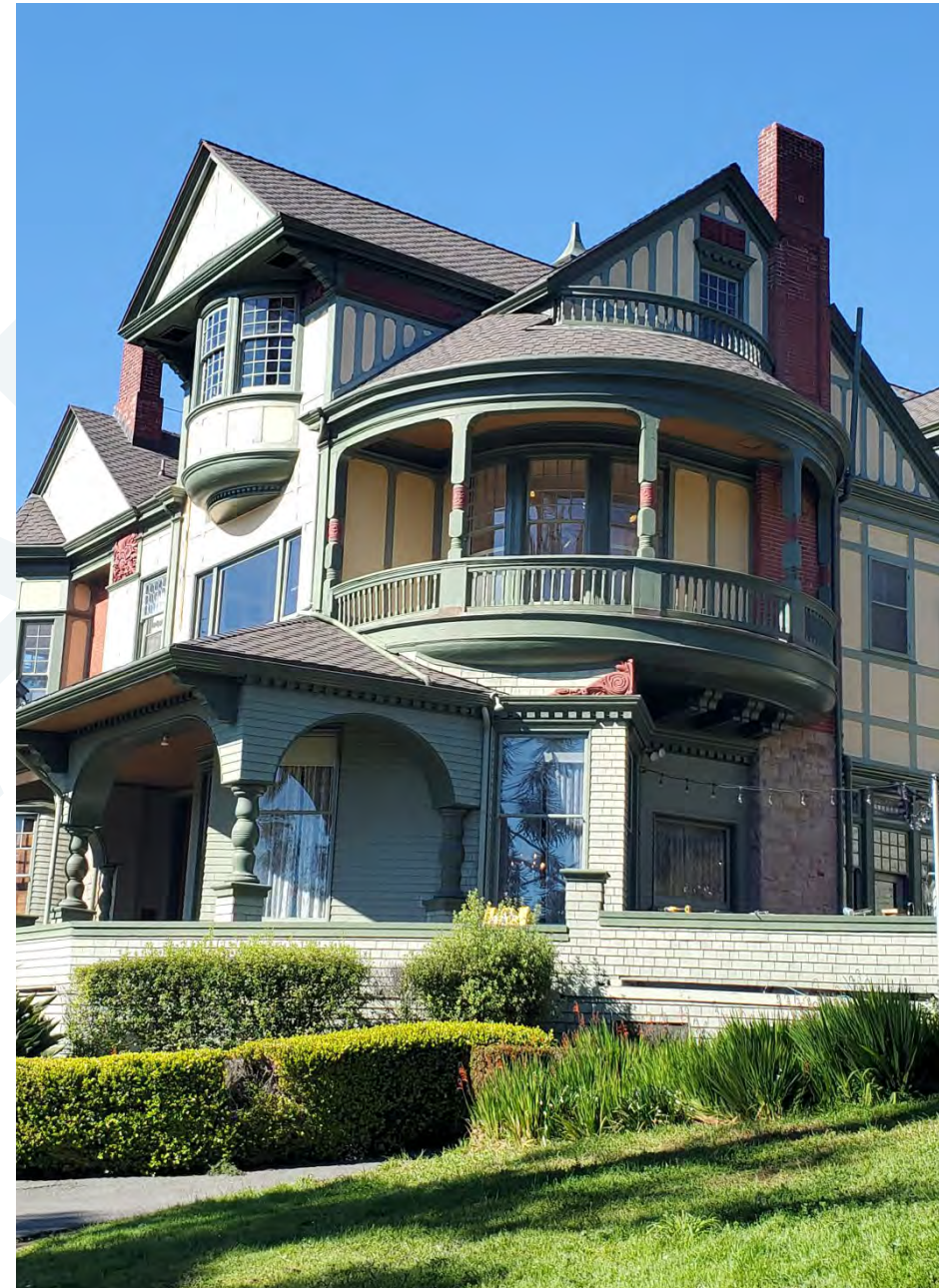
Existing Park and Recreation Facilities

The City provides an adequate supply of park and recreation facilities for its community. However, their active use, age, and deferred maintenance require attention to continue serving existing and growing recreation demand. A regional comparison of park and recreation facility provision by local public agencies follows.

Regional Comparative Analysis

To compare park and recreation facility provision, the CPRMP utilizes benchmark data collected through the National Recreation and Park Association (NRPA). The 2022 NRPA Agency Performance Review assesses nearly 10,000 park and recreation agencies to establish benchmarking resources to inform park and recreation professionals. The data provided by the 2022 NRPA Agency Review does not represent park and recreation 'standards' by which park and recreation agencies should measure against – as asserted by the NRPA, there is no single set of

Figure 11. Falkirk Cultural Center



NEEDS ASSESSMENT

standards for recreation agencies as each serve unique communities with variant needs, desires, and challenges. The purpose of utilizing NRPA benchmarking data for the CPRMP is to inform future decision making by a comparison of like communities.

In the 2022 NRPA Agency Performance Review, typical agencies are represented by median value data and compared to those in the upper and lower quartiles. With a 2020 population of 61,271, the City of San Rafael, and the regionally comparable cities of Novato, Petaluma, and San Leandro, fall within NRPA’s jurisdiction population of 50,000-99,000. Benchmarks are compared in the acreage of parkland supplied, recreation amenities provided, and recreation facilities operated.

Parkland Benchmarking

According to 2022 NRPA Agency Performance Review data, a typical park and recreation agency manages 21 parks, comprising a total of 496 acres of parkland; provides 1 park every 2,516 residents in jurisdictions with populations between 50,000 and 99,999; and manages 8.9 acres of parkland per 1,000 residents in communities of 50,000-99,999 residents.

In comparison San Rafael manages 25 city parks with a total of 106 acres in parkland within City boundaries; provides 1 park for every 2,451 residents; and operates nearly 2 acres of parkland per 1,000 residents considering the 106 acres of parkland within City boundaries. However, considering General Plan 2040’s 314 acres of improved parkland eligible for inclusion in San Rafael’s level of service, there are 5.1 acres of parkland accessible per 1,000 residents in the City.

For regional comparison:

- Neighboring communities of Novato, Petaluma, and San Leandro provide 1 park per 1,900, 1,272, and 3,250 residents, respectively, for their communities

- Neighboring communities of Novato, Petaluma, and San Leandro operate at a ratio of 6, 4.3, and 4.2 acres of parkland per 1,000 residents, respectively

See Table 23 for a regional comparison of parkland standards.

Table 23. Comparison of 2022 Parkland Standards

Agency	2020 Population	Number of City Parks	City Park Acreage	Residents per Park	Parkland per 1,000 Residents
Novato	53,225	24	316.5	2,218	5.9
Petaluma	59,776	47	257	1,272	4.3
San Leandro	91,008	24	382.8	3,792	4.2
San Rafael	61,271	25	314*	2,451	5.1
NRPA Typical Agency, 50,000 - 99,999	NA	21	NA	2,516	8.9

Source: US Census, 2020, 2022 NRPA Agency Performance Review

*Improved parkland within General Plan 2040 Planning Area

Recreation Amenity Benchmarking

Recreation amenities include features at parks utilized for specific recreational activities, such as sport courts and playgrounds. Referencing 2022 NRPA Agency Performance Review data, 95% of recreation agencies manage playgrounds, with a typical standard of 13 playgrounds per agency or 1 playground per 3,807 residents; 86% of recreation agencies manage basketball courts, or 1 basketball court for every 8,477 residents; 78% of recreation agencies host outdoor tennis courts, or 1 tennis court per 6,413 residents; and 67% of recreation agencies manage dog parks, or 1 dog park per 56,084 residents. Additionally, 79% of recreation agencies manage ballfields, or 1 ballfield per 8,095 residents; 68% of agencies operate multi-use turf fields, or 1 per 13,151 residents; and 39% operate a skate park, or 1 per 65,000 residents. The ratio

of amenity to number of residents is specific to communities with a population between 50,000 and 99,000.

In park amenities, the City of San Rafael owns and operates:

- 17 playgrounds, or 1 playground per 3,829 residents, in alignment with NRPA’s 2022 data
- 7 basketball courts, or 1 court per 8,753 residents, in alignment with NRPA’s 2022 data
- 11 outdoor tennis courts, or 1 court per 5,570 residents, in alignment with NRPA’s typical agency data
- 4 ballfields, or 1 ballfield per 15,318 residents, below NRPA’s typical agency data
- 1 multi-use turf field, or 1 for the City’s total 61,271 population, below NRPA’s typical agency data

For regional comparison of City-owned and operated recreation amenities see Table 24, which details park amenities provided in Novato, Petaluma, and San Leandro, compared to the NRPA’s benchmark data for agencies of 50,000 to 99,000.

Figure 12. Tennis Court at Peacock Gap Park



Table 24. Regional Comparison of City-Owned and Operated Recreation Amenities

Agency	Ballfield	Basketball Court	Dog Park	Multi-Use Turf Field	Playground	Skate Park	Tennis Court	Volleyball Court
Novato	4	3	1	6	13	1	6	0
<i>Per resident</i>	<i>13,306</i>	<i>17,742</i>	<i>53,225</i>	<i>8,871</i>	<i>4,094</i>	<i>53,225</i>	<i>8,871</i>	<i>0</i>
Petaluma	6	4	10	11	25	1	11	1
<i>Per resident</i>	<i>9,963</i>	<i>14,944</i>	<i>5,978</i>	<i>5,434</i>	<i>2,391</i>	<i>59,776</i>	<i>5,434</i>	<i>59,776</i>
San Leandro	6	4	1	5	14	1	20	2
<i>Per resident</i>	<i>15,168</i>	<i>22,752</i>	<i>91,008</i>	<i>18,202</i>	<i>6,501</i>	<i>91,008</i>	<i>4,550</i>	<i>45,504</i>
San Rafael	4	7	0	1	16	0	11	0
<i>Per resident</i>	<i>15,318</i>	<i>8,753</i>	<i>0</i>	<i>61,271</i>	<i>3,829</i>	<i>0</i>	<i>5,570</i>	<i>0</i>
NRPA Typical Agency 50,000 to 99,000	8,095	8,477	56,084	13,151	3,807	65,000	6,413	23,735

Within the General Plan 2040 Planning Area, San Rafael residents have substantial ease of access to additional recreation amenities not operated directly by the City but that contribute to the City’s level of service. These amenities are operated by the County of Marin, the State of California, and unincorporated communities within San Rafael. See Table 25 for the ratio of recreation amenities available in the GP 2040 Planning Area compared to the City’s population of 61,271.

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Table 25. General Plan 2040 Planning Area Recreation Amenities

Agency	Ballfield	Basketball Court	Dog Park	Multi-Use Turf Field	Play-ground	Skate Park	Tennis Court	Volleyball Court
GP 2040 Planning Area	6	8	1	3	23	1	19	2
<i>Per resident</i>	10,212	7,659	61,271	20,424	2,664	61,271	3,225	30,636
NRPA Typical Agency 50,000 to 90,000	8,095	8,477	56,084	13,151	3,807	65,000	6,413	23,735

While there is no provision benchmarking for reservable picnic areas it should be noted that San Rafael offers excellent supply of these gathering sites for the community. See Table 26 for a regional comparison.

Table 26. Regional Comparison of City-Owned and Operated Picnic Areas

Agency	Reservable Picnic Area
Novato	4
<i>Per resident</i>	13,306
Petaluma	3
<i>Per resident</i>	19,925
San Leandro	14
<i>Per resident</i>	6,501
San Rafael	7
<i>Per resident</i>	8,753

San Rafael owns and operates additional recreation amenities that are not typical to national recreation agencies and provide unique recreation opportunities for community members. These amenities include bocce courts, a handball court, par course, and water features. See Table 27 for these additional amenities and a comparison of their provision to Novato, Petaluma, and San Leandro.

Table 27. Regional Comparison of Additional City-Owned and Operated Recreation Amenities

Agency	Bocce Facilities	Handball Court	Par Course	Water Feature
Novato	1	0	0	1
<i>Per resident</i>	53,225	0	0	53,225
Petaluma	1	0	0	0
<i>Per resident</i>	59,776	0	0	0
San Leandro	1	0	1	0
<i>Per resident</i>	91,008	0	91,008	0
San Rafael	2	1	1	1
<i>Per resident</i>	30,636	61,271	61,271	61,271

Recreation Facility Benchmarking

Recreation facilities include physical sites and buildings that house, or support, recreation activities and programs. According to NRPA data, San Rafael exceeds typical provision of recreation facilities by a public agency in the number of community gardens and community/recreation centers that the City operates. For regional comparison see Table 28, which details recreation facilities provided in Novato, Petaluma, and San Leandro, compared to the NRPA's data for agencies of 50,000 to 99,000.

Figure 13. Albert J. Boro Community Center Classroom



Table 28. Regional Comparison of City-Owned and Operated Recreation Facilities

Agency	Community Garden	Community Pool	Community/Recreation Center	Municipal Golf Course	Senior Center
Novato	0	1	3	0	1
<i>Per resident</i>	<i>0</i>	<i>53,225</i>	<i>17,742</i>	<i>0</i>	<i>53,225</i>
Petaluma	0	2	3	0	1
<i>Per resident</i>	<i>0</i>	<i>29,888</i>	<i>19,925</i>	<i>0</i>	<i>59,776</i>
San Leandro	0	3	1	1	1
<i>Per resident</i>	<i>0</i>	<i>30,336</i>	<i>91,008</i>	<i>91008</i>	<i>91008</i>
San Rafael	2	1	3	0	0
<i>Per resident</i>	<i>30,636</i>	<i>61,271</i>	<i>20,424</i>	<i>0</i>	<i>0</i>
NRPA Typical Agency, 50,000 - 99,999	<i>49,351</i>	<i>40,264</i>	<i>40,817</i>	<i>71,870</i>	<i>71,972</i>

Within the General Plan 2040 Planning Area, San Rafael residents have substantial access to additional recreation facilities not operated directly by the City but that contribute to the community’s level of service. These recreation facilities are operated by the County of Marin, the State of California, and unincorporated communities within San Rafael. See Table 29 for the ratio of recreation facilities available in the GP 2040 Planning Area compared to the City’s population of 61,271.

Table 29. General Plan 2040 Planning Area Recreation Facilities

Agency	Community Garden	Community Pool	Community/Recreation Center	Municipal Golf Course	Senior Center
GP 2040 Planning Area	2	3	4	1	0
<i>Per resident</i>	<i>30,636</i>	<i>20,424</i>	<i>15,318</i>	<i>61,271</i>	<i>0</i>
NRPA Typical Agency 50,000 to 90,000	<i>49,351</i>	<i>40,264</i>	<i>40,817</i>	<i>71,870</i>	<i>71,972</i>

There is no provision benchmarking for park restrooms operated by recreation agencies however park restrooms require resources in staffing for maintenance and safe operation and should be considered in the City’s supply of recreation facilities. See Table 30 for a regional comparison.

Table 30. Regional Comparison of City-Owned and Operated Park Restrooms

Agency	Park Restrooms
Novato	5
<i>Per resident</i>	<i>10,645</i>
Petaluma	12
<i>Per resident</i>	<i>4,981</i>
San Leandro	14
<i>Per resident</i>	<i>7,584</i>
San Rafael	12
<i>Per resident</i>	<i>5,106</i>

San Rafael additionally supports recreation facilities which are not included among NRPA’s benchmarking data. These include the arts/cultural center at Falkirk Cultural Center, childcare centers, a history museum, and a public marina. While the City does not operate the Marin History Museum, it does own and manage Boyd Gatehouse from which

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the museum operates. Additionally, the City facilitates maintenance of the areas surrounding the Loch Lomond Marina as an assessment district that the City helps to administer.

These offer recreation opportunities unique to San Rafael’s recreation users. See Table 31 for these additional facilities and a comparison of their provision to Novato, Petaluma, and San Leandro.

Table 31. Regional Comparison of Additional City-Owned/ Supported Recreation Facilities

Agency	Arts/Cultural Center	After School Childcare Center	History Museum	Public Marina
Novato	0	1	1	0
<i>Per resident</i>	<i>0</i>	<i>53,225</i>	<i>53,225</i>	<i>0</i>
Petaluma	1	0	1	1
<i>Per resident</i>	<i>59,776</i>	<i>0</i>	<i>59,776</i>	<i>59,776</i>
San Leandro	0	0	0	1
<i>Per resident</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>61,271</i>
San Rafael	1	6	1	1
<i>Per resident</i>	<i>61,271</i>	<i>10,212</i>	<i>61,271</i>	<i>61,271</i>

Recreation Programs Assessment

Strong areas in the City’s existing recreation program delivery include youth and older adult activities, cultural arts, aquatics, and self-directed recreation. These programs are well attended and responsive to community interest with residents comprising approximately 90% of all session-based classes and 72% of all drop-in classes. These programs meet many recreation needs, yet gaps in recreation programming exist, particularly in teen, special events, and special needs programming. There is additionally little opportunity, physically or programmatically, to expand due to existing staffing resources and recreation facility conditions. There

are significant waiting lists for youth camps, aquatics, and after-school programming. It is not typical for parks and recreation agencies today to provide direct programming for all interest areas, however, should the City increase recreation programming it would require:

- Additional staff time to develop and deliver new programs and services.
- Additional funding to offset the cost of new programs and services in addition to revenues from program fees.
- Adequate facilities and time available for new programs.

Figure 14. Falkirk Cultural Center Art Gallery



Figure 15. Swim Lesson at Terra Linda Pool



4.2 DEMAND

Demand for recreation services is informed by San Rafael's demographic profile, existing regional and national trends in recreation, and the community's input and expectations on San Rafael's park and recreation network. The following section discusses these attributes shaping the direction of the City parks, recreation facilities, and recreation services and programs.

Demographic Profile

As previously discussed, and in tandem with ongoing planning efforts by the City of San Rafael, the CPRMP provides an analysis of existing demographics in the community. This analysis supports recommendations proposed in the Master Plan by providing data on existing and potential recreation users of the City's recreation network. Key findings in this profile include:

- Economic and housing resource disparity among San Rafael residents, particularly for Latinos/Hispanics
- Significant growth in school age children since 2010 with many soon to enter the young adult cohort
- Significant variation in age by neighborhood with the Canal neighborhood carrying the largest portion of residents under the age of 18
- Residents are aging in place
- San Rafael is moderately dense urban area with a largely built-out status

This profile points to a need for accessible and affordable recreation, continued recreation services for youth and older adults, and thoughtful planning of the recreation system to efficiently provide service to the greatest number of residents

Recreation Trends

State and national recreation trends impact the demand and delivery of recreation services and inform opportunities for new city recreation services as resources allow. This analysis may project interest in and the potential use of amenities and services for recreation, leisure, and outdoor activities. Understanding recreational trends also provides planning information to anticipate recreation desires and needs for San Rafael. Recreation trends identified include unstructured outdoor recreation, health and wellness, opportunities for education enrichment, community gathering and social connection, and operational efficiency. Following COVID 19, the CPRMP also looks at trends in recreation response to the pandemic.

Unstructured Outdoor Recreation

Increased interest in unstructured, self-directed outdoor recreation is a significant trend informing park and recreation planning. The 2021 Sports & Fitness Industry Association's (SFIA) Top-Line Participation Report has seen increased participation in outdoor sports through 2020 while the 2020 National Sporting Goods Association's (NSGA) annual survey finds top unstructured, outdoor recreation to be hiking, walking, and bike riding. The NSGA also finds that interest in the outdoor recreation activities of kayaking and running/jogging have significantly increased in participation since 2010. The 2020 Outdoor Participation Report, provided by the Outdoor Foundation, strengthens these findings with running, jogging, trail running, and hiking to be the most popular activities by rate of participation.

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Health and Wellness

Disease prevention, improved health, and active aging are primary motivators for recreation and exercise, and recreation agencies are leaders in providing these services. Programming that promotes fitness and a healthy lifestyle benefits the health and wellness of a community, and should be available for all ages, fitness levels, and abilities. Like interest in outdoor recreation, the 2021 SFIA Top-Line Participation Report sees increased participation in fitness and individual sports throughout recreation agencies. In alignment with this, the 2020 NSGA annual survey finds that top recreation activities include exercise walking, exercising with equipment, swimming, and aerobic exercise. Additionally, yoga, gymnastics, and weightlifting have increased participation since 2010.

Education Enrichment

Opportunities for education enrichment remain a trend in recreations services. According to the National Endowment for the Arts (NEA) and the NRPA, top programming includes performing, visual, and cultural arts, health and wellness education, and safety training. There are also strong trends in environmental education and teen programming. Recreation agencies serve as affordable resources for educational enrichment.

Community Gathering and Inclusive Design

Addressing issues of social isolation and physical inactivity, community gathering is a strong trend in regional and national recreation planning. Recreation providers are increasingly supporting parks as vibrant social meeting places where public space promotes familiarity and social bonds, making communities and neighborhoods safer and healthier. Recreation providers are also supporting citywide events, such as farmers markets and cultural festivals, to promote community connectivity.

In promoting social recreation, an important factor is inclusive design – the design of sites and programs for a range of age groups, physical abilities, economic status, and cultural interests. Beyond making facilities and parks social gathering places, promoting inclusiveness in design and programming is a growing priority of recreation providers. Inclusive design may be included in outdoor fitness equipment, designed for adults and seniors of all ability levels; accessible walking paths and corridors for pedestrian mobility; park programming that combines active and passive uses to provide a variety of leisure activities within proximity of each other for a mix of recreation uses and users; and affordable recreation services.

Operational Efficiency

In operations, public recreation agencies are seeing increased interest in achieving cost effectiveness and defining measurable outcomes. As public agencies, city recreation departments operate with fiscal responsibility to a community's constituents. Achieving cost effectiveness ensures that operations, services, and facilities are run with cost efficiency, and measurable outcomes quantify the benefits of programs and facilities provided.

Response to COVID 19

The COVID 19 pandemic has had significant impact on park and recreation agencies nationally and regionally. With the temporary closure of many private recreation providers, public agencies became critical resources for accessible, affordable, and safe recreation. Many public agencies took on activities that extended beyond traditional recreation into social service oriented programs including:

- Online fitness and wellness programs
- Programs to address food insecurity
- Educational support of out-of-school children

- Childcare for essential workers

Common trends in recreation participation also included a decrease in indoor group fitness activities, particularly those that are equipment or machine based (i.e. shared weight and cardio machinery) as well as a decreased participation in indoor and aquatic team sports, yet an increase in outdoor team sports such as soccer. There has been a major increase in independent outdoor recreation activities such as walking, jogging, and road biking in response to COVID 19.

Figure 16. Community Meeting, San Rafael Community Center



Figure 17. Community Meeting, Terra Linda Community Center



Community Engagement

The Citywide Parks and Recreation Master Plan conducted a thorough community engagement process to collect the community’s input and expectations on San Rafael’s park and recreation network. This process included a Statistically Valid Survey (SVS), a Park and Recreation Community Questionnaire (PRC), interviews with stakeholder groups, and a series of community meetings. The process found the following key insights:

- Community members are generally satisfied with the City’s supply of parks, recreation facilities, and programs.
- There is strong support for prioritizing renovating and maintaining the City’s existing park amenities over adding new amenities, with emphasis on modernizing playgrounds and features such as benches, picnic tables, etc. as well as repairing failing infrastructure.
- There is a strong desire for improved maintenance and cleanliness of the City’s parks, particularly restroom maintenance and refuse pick up.
- Walking is a priority for San Rafael with the community interested in pedestrian access throughout the City’s recreation network.
- The community is interested in self-directed recreation activities.

General Satisfaction with Existing Recreation Network

The combined results of the Statistically Valid Survey (SVS) and the Park and Recreation Questionnaire (PRC) find that the community is generally satisfied with the City’s parks, recreation facilities, and programs. Survey respondents also share general satisfaction with the quality of the City’s parks and recreation facilities, reporting them to be in good quality.

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Frequently Visited Parks and Recreation Facilities

To understand community need at a place-based level, the CPRMP surveying tools asked respondents which park and recreation facilities they most frequently visited. In order of popularity, the most frequently visited parks are:

- Gerstle Park
- Sun Valley Park
- Terra Linda Park
- Peacock Gap Park
- Albert Park
- Loch Lomond Park
- Pickleweed Park

In order of popularity, the most frequently visited recreation facilities are:

- Terra Linda Community Center and Pool House
- San Rafael Community Center
- Albert J. Boro Community Center
- Falkirk Cultural Center

Determining level of park and facility use informs where recommendations are proposed, to support the greatest number of recreation users.

Prioritize Maintenance, Cleanliness, and Renovation of Existing Amenities

Community members prioritize renovating and maintaining the City’s existing park amenities over adding new amenities. Addressing outdated

recreation equipment and making infrastructure improvements, such as replacing irrigation systems and repaving pathways, are strong interests for recreation users. There is special emphasis on modernizing playgrounds and features such as picnic tables and benches throughout the City’s park network. Additionally, a strong desire for improved cleanliness, particularly in restrooms and playgrounds, is evident. See Table 32 for a detailed list of the San Rafael’s priority park improvements.

Table 32. Priority Park Improvements

Priority Park Improvements	Combined %*
Improved cleanliness including litter maintenance, restroom maintenance, refuse pick-up, playground maintenance, etc.	92% (PRC)
Address and/or replace outdated equipment such as benches, playgrounds, barbecues, picnic tables, etc.	89%(PRC)
Address infrastructure maintenance i.e., surface improvements (sport courts, picnic areas, pathways, parking lots, etc.)	87%(PRC)
More park amenities such as drinking fountains, shade structures, bike racks, and benches	80%(PRC)
Improved landscape maintenance	80%(PRC)
Updated irrigation system(s) for efficient water use	77%(PRC)
Improved lighting for safety and pathways	72%(PRC)
More restrooms in City parks	69%(PRC)
Enhanced sports fields to meet demand i.e., lighting, artificial turf, improved maintenance	65%(PRC)

*Combined Fairly and Very Important = 65% or greater, Park and Recreation Community Questionnaire (PRC)

Recreation Priorities in Pedestrian Access and Self-Directed Recreation

The community engagement process shows that community members prioritize recreation that supports pedestrian mobility and is self-directed in nature. The survey tools find that the most important recreation

activities are walking, hiking, and jogging followed by swimming, fitness, and cycling. Unique to San Rafael, water sports such as canoeing and kayaking are also prioritized. Community members are also very interested in community events, youth sports, nature and environmental programming, and childcare services. See Table 33 for a detailed list of priority park amenities and activities.

Table 33. Priority Park Amenities and Activities

Priority Park Amenities and Activities	Combined %*
Trails and pathways / walking, hiking jogging	(PRC 91%; SVS 82%)
Restrooms	(PRC 83%)
Going to a local park / enjoying nature	(PRC 83%)
Community events	(PRC 76%)
Playgrounds	(PRC 75%)
Picnic areas / picnics	(PRC 74%; SVS 58%)
Nature and environmental programming i.e., camping, hiking	(PRC 71%)
Swimming pools / Swimming	(PRC 70%; SVS 55%)
Self-directed activities i.e. outdoor fitness courses, active play areas, pathways with distance markers	(PRC 70%)
Cultural activities i.e. museums, theater programs, art exhibits	(PRC 69%; SVS 70%)
Reading	(SVS 69%)
Sport courts	(PRC 66%)
Fitness i.e., yoga, weightlifting, cardio, dance, etc.	(PRC 65%; SVS 57%)
Self-help / wellness	(SVS 56%)
Walking or exercising a dog at a dog park area	(SVS 53%)

*Park and Recreation Community Questionnaire (PRC) – Priority park amenities and activities (combined fairly and very important = 65% or greater); and Statistically Valid Survey (SVS) – Most important activities (combined extremely and very important = 50% or greater)

4.3 GAP IDENTIFICATION

Looking at the City’s existing recreation network and comparing it to identified community demand and current trends in recreation services provides the CPRMP with gaps for the City to address. The Master Plan identifies service deficiencies in San Rafael’s parks, recreation facilities, and recreation programs and operations. Recommendations proposed to alleviate these deficiencies are addressed in the next chapter.

Park Gaps

The major deficiency identified in the City’s park network is aged amenities with significant deferred maintenance. These deficiencies call for:

- Playground replacement
- Sport court renovation
- Infrastructure repair and replacement – replacing irrigation systems, repaving pathways, and repairing failing structures
- Accessibility barrier removal
- Park amenity improvement – replacing picnic tables, benches, and signage

To support the network’s active community use, these deficiencies must be addressed for continued park operation that is efficient and supportive of community interests. Addressing these deficiencies aligns with community priorities for San Rafael.

Recreation Facility Gaps

Recreation facility gaps include deferred maintenance, limited space for expansion, and need for increased sport field capacity. Like the City’s

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parcs, San Rafael's recreation facilities are aging and require improvements to better support recreational programming that is accessible and relevant to community interest. Recreation facilities with high priority needs are Terra Linda Community Center and Falkirk Cultural Center. Addressing deficiencies at these facilities will remove accessibility barriers, support program expansion, and allow for more efficient facility operation.

Additionally, there is not enough field space to meet youth and adult sport demand. Pickleweed Park is the only location in San Rafael with a multi-use turf field for active use. The City must prioritize enhancement at Pickleweed Park for field improvements for the City as a whole and for recreation support to the Canal neighborhood.

Recreation Program and Operations Gaps

Full-time staffing is currently at the minimum level to adequately provide parks and recreation programs, facility operations, and park and recreation facility maintenance, impacting the City's capacity for long range planning and performance metrics tracking. Additionally, the Division currently lacks a recreation program plan for long-range programming planning as well as an asset management system to manage lifecycle costs of recreation assets.

To support community priorities of improving the City's recreation network, the City will need to identify additional resources to improve operation of parks, recreation programs, facilities, systemwide maintenance, and development of long-range planning strategies.

Additional Expansion Opportunities

Given the City's limited resources and the community's strong prioritization of addressing existing infrastructure over adding new amenities, the CPRMP focuses on improvements to San Rafael's existing

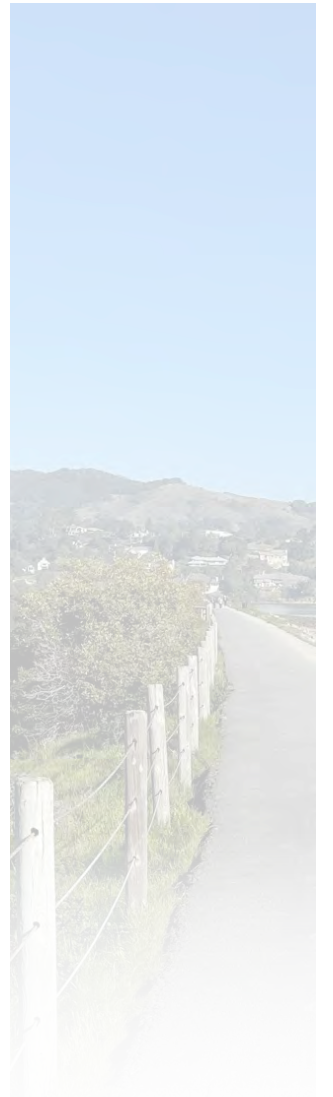
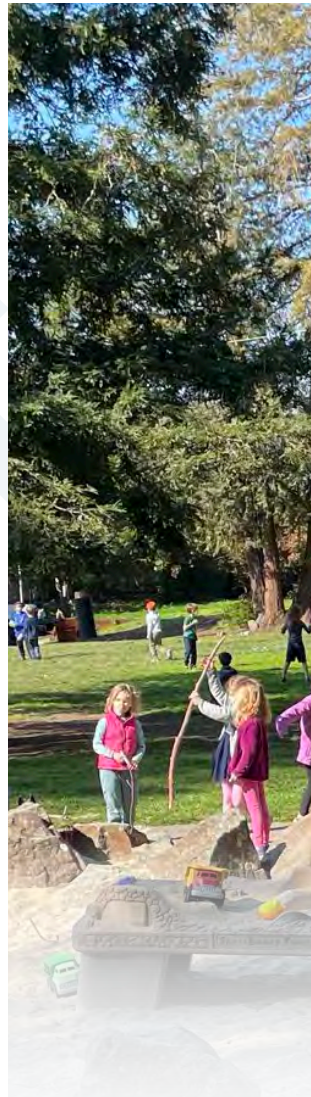
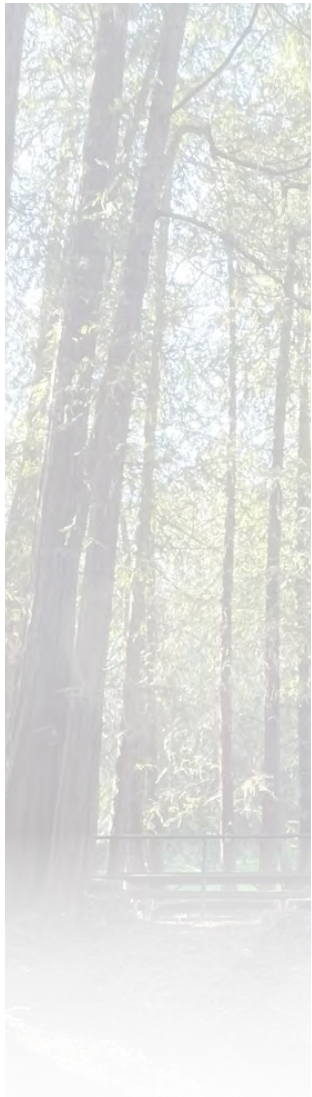
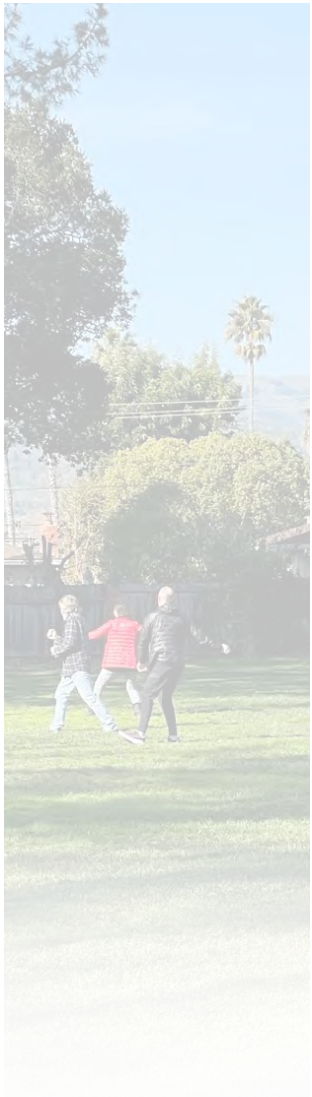
recreation network. However, the Master Plan acknowledges that there are expansion opportunities that the City may pursue once it has achieved a balanced system. A prioritized expansion opportunity is providing recreation amenities in previously identified park deficient neighborhoods. The CPRMP planning process also heard community desire regarding the potential for a City dog park, additional City pool, or a City skate park. These gaps should only be addressed once immediate deficiencies have been resolved in San Rafael.

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5. PLAN



5.1 GOALS, POLICIES, AND ACTIONS
 5.2 RECOMMENDATIONS
 5.3 COSTS FOR PLANNING PURPOSES

5.1 GOALS, POLICIES, AND ACTIONS

Goals, polices, and actions were developed to guide recommendations provided in the CPRMP. These goals, policies, and actions provide an overarching framework to guide future decision-making processes in San Rafael’s park and recreation system. These reflect the priorities articulated in San Rafael’s General Plan 2040. Below, the specific policies and actions reference which section of the General Plan that they support. These goals, policies, and actions are meant to be used in conjunction with the detailed recommendations provided in the Citywide Parks and Recreation Master Plan, and to provide higher level principles for future project implementation and prioritization.

General Plan 2040 key:

- PROS = Parks, Recreation, and Open Space Element
- EDI = Equity, Diversity, and Inclusion Element

Goal A: Support And Enhance San Rafael Parks

POLICY A.1 – Upgrade and modernize existing parks to meet the recreational needs of the community and to meet operational, accessibility, and safety standards (PROS-1.6B)

- ❖ Action A1.1 – Improve existing park amenities to enhance community use and create safe, attractive spaces that meet community demand (PROS-1.6B)

Figure 19. Terra Linda Park Playground



- ❖ Action A1.2 – Ensure park amenities are accessible to all users on a system-wide and park level (EDI-6.3B)
- ❖ Action A1.3 – Develop and implement consistent and inclusive branding, wayfinding, and interpretive signage for San Rafael Parks (PROS-1.5A)
- ❖ Action A1.4 – Incorporate sustainability principles in the design and construction of San Rafael park projects and enhancements (PROS-1.18A)

POLICY A.2 – Continue regular assessment and provide a high level of maintenance that allows San Rafael Parks to prolong equipment life, ensure amenity safety, and serve as a valued community asset (PROS-1.15)

- ❖ Action A.2.1 – Improve maintenance of existing parks to meet community demand and park usage, including the development of maintenance plans and amenity replacement schedules
- ❖ Action A.2.2 – Provide maintenance practices that are environmentally and fiscally sustainable, including improved irrigation and natural pest management (PROS-1.18)

POLICY A.3 – Support park development, where feasible, to address recreational deficiencies

- ❖ Action A.3.1 – Identify funding and partnership opportunities for Parks development (PROS-1.16A, PROS-1.17)
- ❖ Action A.3.2 – Support park expansion in areas of need, including high density neighborhoods and identified neighborhoods that do not have a park within the Trust for Public Land (TPL) 10-minute standard (PROS-1.3A)

- ❖ Action A.3.3 – Explore options to address recreational amenity deficiencies that have been identified as a high priority to the community

Goal B: Support And Enhance San Rafael Recreation Facilities

POLICY B.1 – Rehabilitate existing recreation facilities to meet operational, accessibility, and safety standards, and to meet community demand (PROS-1.6)

- ❖ Action B.1.1 – Support safety of existing recreational facilities, including fire safety, seismic retrofitting, and required code upgrades (PROS-1.6A)
- ❖ Action B.1.2 – Renovate and/or retrofit recreation facilities to maximize community use (PROS-1.6A)
- ❖ Action B.1.3 – Ensure recreation facilities are accessible to all users (EDI-6.3B)
- ❖ Action B.1.4 – Incorporate sustainability principles in the design and construction of San Rafael recreation facility projects and enhancements (PROS-1.18A)

POLICY B.2 – Continue regular assessment and maintenance of San Rafael recreation facilities to prolong structural life, prevent deferred maintenance, ensure safety, and support user enjoyment (PROS-1.15)

- ❖ Action B.2.1 – Improve maintenance of existing recreation facilities to meet community demand and facility usage (PROS-1.15)

POLICY B.3 – Support recreational facility planning processes to address unique facility conditions and respond to changing community needs (PROS-1.6A)

POLICY B.4 – Explore opportunities for additional recreation facility access through viable partnerships (PROS-1.12, PROS-1.17)

- ❖ Action B.4.2 – Seek opportunities for joint use of recreational facilities with local service providers, including the San Rafael and Miller Creek School Districts, to provide additional recreation facilities to the San Rafael community (PROS-1.12, PROS-1.17)

Goal C: Support Recreation Programming

POLICY C.1 – Maintain and enhance existing recreation programming to meet needs of San Rafael residents and support community identity (PROS-2)

- ❖ Action C.1.1 – Develop a Recreation Program Plan to guide long range program development and define focus areas based on user needs (PROS-2.1, PROS-2.2)
- ❖ Action C.1.2 – Continue to support recreation programming in high demand by the San Rafael community
- ❖ Action C.1.3 – Expand recreational programming to address deficiencies in program provision to meet community demand (PROS-2.2)
- ❖ Action C.1.4 – Support partnership opportunities for coordination and provision of recreational programming, including partnership opportunities with organizations in the arts, sports and leisure, aging populations, and disability care (PROS-2.3, PROS-2.6)

Goal D: Provide Equitable Access To The San Rafael Park And Recreation System

POLICY D. 1 – Incorporate environmental justice and social equity as key elements in the operation and planning of San Rafael’s park and recreation network (EDI-2.5)

- ❖ Action D.1.1 – Ensure that San Rafael’s park and recreation programs and facilities are safe, inclusive, culturally relevant, and welcoming to everyone, with particular emphasis paid to communities that have been excluded from recreational programming (PROS-2.1)
- ❖ Action D.1.2 – Develop strategies and policies to ensure access to San Rafael’s recreation programs is proportionally affordable based on income
- ❖ Action D.1.3 – Consider how resource allocation decisions can reduce historic and current inequities and address the most critical community needs in future planning processes for the San Rafael park and recreation system (EDI-4.1, EDI-4.2)
- ❖ Action D.1.4 – Support equitable distribution of parks and recreation amenities, prioritizing high density neighborhoods and areas where homes lack outdoor living space (EDI-2.2A, PROS-1.3A)
- ❖ Action D.1.5 – Pursue authentic community engagement in planning processes that share power, recognize and celebrate differences, and ensure inclusion (EDI-1, PROS-1.4B)

5.2 RECOMMENDATIONS

The following section discusses the recommendations proposed in the CPRMP. These improvements will address existing deficiencies in the recreation network while providing enhancement and potential expansion to the City’s park and recreation facilities. The prioritization of these recommendations is discussed in the next section of the Master Plan. Proposed recommendations are categorized in Figure 18.

Figure 18. Recommendation Types

Deficiency Improvement	Recommendations improving existing condition in a deficient area such as replacing or enhancing amenities at end of lifecycle, and ADA improvements to remove accessibility barriers
Expansion	Recommendation supporting new recreation amenities, expanding San Rafael’s recreation system
Policy	Recommendations that are administrative and support the City’s delivery of parks and recreation services

The Master Plan proposes 83 recommendations addressing Deficiency Improvements, 36 Expansion Opportunities, and 43 Policy recommendations for the City’s parks and recreation facilities.

Recommendations Overview

Recommendations are provided for parks, recreation facilities, and recreation operations in the CPRMP. These recommendations focus on the following areas:

Improvements to Existing Park Sites and Amenities

The CPRMP identifies deficiencies and improvement opportunities in San Rafael’s parks. Common park capital improvement recommendations include replacing aging playgrounds, resurfacing sports courts, and repairing pathways. Major opportunities across the system include ADA access, bench and picnic table improvements, and irrigation upgrades.

ADA Access - Given the age of San Rafael’s park system, access barriers have emerged over time. The assessment provided by the CASp Report identifies areas for improvement and barrier removal throughout the park and recreation system.

Benches and picnic tables - Systemwide, the Park Inventory and Assessment identified a need to replace the City’s existing park benches and picnic tables. Replacing benches and picnic tables is also identified as a high community priority.

Irrigation improvements - As San Rafael’s park system has aged, so have the irrigation systems installed at their creation. A number of parks are identified as having significant irrigation issues to be amended for water use efficiency and sustainability.

Improvements and Deferred Maintenance Needs for Recreation Facilities

The CPRMP includes a comprehensive list of recommended improvements for the Albert J. Boro Community Center, Albert Park Stadium, Falkirk Cultural Center, San Rafael Community Center, and Terra Linda Community Center and Pool House. These recommendations are categorized based on the Recreation Facility Inventory and Assessment's review of their relative priority.

Policy-Level Recommendations

Policy-level recommendations focus on Citywide and site-specific actions that will help the City better manage and maintain the park and recreation system and meet the recreation needs of the community. Policy recommendations include policies oriented at the operation of the City's Recreation and Childcare Division and park maintenance and operation practices.

System Expansion Recommendations

With the City's limited resources and the community's strong prioritization of addressing existing infrastructure over adding new amenities, the CPRMP is focused on improvements to current sites. However, as resources allow, the Master Plan provides several recommendations that propose adding new or expanded amenities, particularly in areas of the City that are currently deficient in park space or have high density.

Park and Citywide Recommendations

This section is organized alphabetically per City park followed by citywide recommendations. They include the park's specific project recommendations, recommendation type, and the estimated cost of recommendation implementation at a planning level inclusive of the 30% contingency. Some items are not costed out due to scope or need for further design refinement. Park recommendations include a brief description of each park site along with its assessed condition – Poor, Fair, Good, or Excellent – from the Park Inventory and Assessment. The full Park Inventory and Assessment is available in Appendix E.

PLAN

1 Albert Park

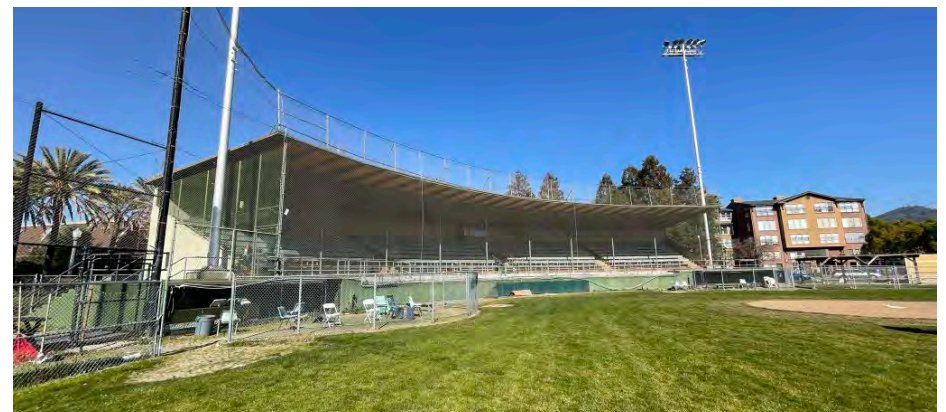
Albert Park is a well-used 13.3 acre Community Park with passive and active recreation amenities including a recently renovated playground (2019), tennis courts, lawn, and pathways. The site also holds Albert Stadium ballfield, bocce courts operated via a partnership with the Marin Bocce Federation, Parkside Children’s Center, and the San Rafael Community Center.

Condition: Poor Fair **Good** Excellent



ID	Recommendation	Type	Cost
1.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
1.2	Explore opportunities such as public-private partnerships to refurbish athletic fields and develop new recreational facilities*	Policy	NA
1.3	Pursue improvements at tennis courts – evaluate restroom access, padding around tennis lights (4), court lighting improvement	Expansion	\$282,880
1.4	Repair and/or replace irrigation – pre-existing irrigation lines at end of life	Deficiency Improvement	\$967,200
1.5	Address parking lot paving for safety and tripping hazards	Deficiency Improvement	\$811,200
1.6	Address fencing deficiencies around Albert Stadium and Field	Deficiency Improvement	\$285,000
1.7	Consider additional maintenance resources for Albert Field	Policy	TBD
Total (includes 30% contingency)			\$2,346,280

*Previously proposed in San Rafael’s General Plan 2040



2 Arbor Park

Arbor Park is a Pocket Park, less than 1 acre in size, along Manuel T. Freitas Parkway. The site is used for passive recreation of seating and walking, provides lawn, an arbor shade structure, and recent art installation (2022).

Condition: Poor Fair Good **Excellent**

ID	Recommendation	Type	Cost
2.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
2.2	Repair and/or replace irrigation - pre-existing irrigation lines damaged during redevelopment of intersection	Deficiency Improvement	\$46,800
2.3	Maintain Arbor Park in alignment with Policy NH-4.7 Terra Linda Community Improvements - linked to broader effort to restore Gallinas Creek*	Policy	NA
Total (includes 30% contingency)			\$46,800

*Previously proposed in San Rafael's General Plan 2040



3 Beach Park

Beach Park is a City property, currently closed to the public for health and safety reasons, that is designated as a Pocket Park. Nearly 0.5 acres, this site has artificial turf, bocce courts, and a wooden gazebo. The park was previously operated as a civic/private partnership between the City and the neighboring Terrapin Crossroads restaurant (closed in 2021) and will require additional partnership for public use.

Condition: **Poor** Fair Good Excellent

ID	Recommendation	Type	Cost
3.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
3.2	Support providing public access to canal waterway*	Policy	NA
3.3	Seek proposals for public-private partnerships that will activate the park space and address needed oversight and management for site safety	Policy	NA
Total (includes 30% contingency)			NA

*Previously proposed in San Rafael's General Plan 2040



4 Bernard Hoffman Field

Bernard Hoffman Field is a Neighborhood Park primarily used for San Rafael Girl’s Softball. In addition to softball fields, the site offers passive play and recreation with grass lawn and picnic tables.

Condition: Poor **Fair** Good Excellent

ID	Recommendation	Type	Cost
4.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
4.2	Repair and/or replace irrigation system – field irrigation is inadequate and at end of life due to poor head spacing and insufficient number of valves, large dry areas on the field during the summer	Deficiency Improvement	\$572,000
4.3	Support drainage improvements on site	Deficiency Improvement	TBD
4.4	Evaluate potential recreation uses for former playground	Expansion	TBD
Total (includes 30% contingency)			\$572,000



PLAN

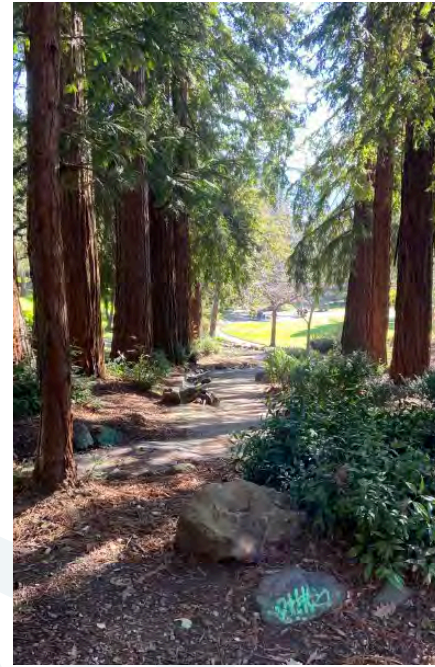
5 Boyd Memorial Park

Boyd Memorial Park is a Special Use site dedicated to the City of San Rafael in 1905 by the Boyd Family. It is a documented Historic Landmark with a unique, historic water cistern, a rock-lined water channel, lawn, a playground, and the Marin History Museum (located in the Boyd Gatehouse). The 1.75 acre site provides passive recreation and is designated Special Use due to its historic designation. The site’s tennis court is not currently usable for racquet sports due to dilapidated court surfacing.

Condition: Poor **Fair** Good Excellent

ID	Recommendation	Type	Cost
5.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
5.2	Evaluate recreation options for tennis court – resurface or repurpose	Expansion	TBD
5.3	Replace play structure - footings are near end of life due to wood rot	Deficiency Improvement	\$130,000
5.4	Pursue pathway and trail improvements on site and continuing up San Rafael Hill, in accordance with San Rafael General Plan 2040*	Expansion	TBD
5.5	Consider long term solution for restroom	Expansion	\$455,000
5.6	Resurface asphalt paving	Deficiency Improvement	\$78,000
5.7	Repair and/or replace irrigation – end of life	Deficiency Improvement	\$39,000
5.8	Evaluate historic water cistern system for structural integrity	Deficiency Improvement	\$130,000
Total (includes 30% contingency)			\$832,000

*Previously proposed in San Rafael’s General Plan 2040



6 Bret Harte Park

Bret Harte Park is designated a Pocket Park in General Plan 2040, but with a restroom, basketball court, and picnic area amenities, the CPRMP recommends it be classified as a Neighborhood Park. The 0.5 acre park provides passive play and recreation through a playground, basketball courts, and picnic tables.

Condition: Poor **Fair** Good Excellent



ID	Recommendation	Type	Cost
6.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
6.2	Resurface asphalt paving, including basketball court	Deficiency Improvement	\$117,000
6.3	Replace benches (3) and picnic tables (7) - nearing end of lifecycle	Deficiency Improvement	\$35,100
6.4	Improve access from adjacent open space for hiking*	Expansion	TBD
6.5	Support Bret Harte Park improvements in alignment with Policy NH-2.22 Bret Harte Neighborhood - Hillside landscaping to prevent erosion*	Policy	NA
6.6	Support Bret Harte Park improvements in alignment with Policy NH-2.22 Bret Harte Neighborhood - Community art projects*	Policy	NA
6.7	Support Bret Harte Park improvements in alignment with Policy NH-2.22 Bret Harte Neighborhood - Shade tree maintenance*	Policy	NA
Total (includes 30% contingency)			\$152,100



*Previously proposed in San Rafael's General Plan 2040

PLAN

7 Canal Community Garden

The Canal Community Garden is one of two community gardens in San Rafael. Designated Special Use, this community garden provides 92 raised garden beds, of which 32 are full plots, 48 are half plots, and 12 are ADA-raised plots. Additional features here include an arbor shade element, benches for seating, a greenhouse, and a storage/tool shed for gardeners.

Condition: Poor Fair Good **Excellent**

ID	Recommendation	Type	Cost
7.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
7.2	Potential location for bio-preventative pest management practices - raptor resting post and/or owl boxes	Expansion	\$1,300
7.3	Correct irrigation issues	Deficiency Improvement	TBD
7.4	Consider options for improved maintenance (trees, pathways, vacant plots, site perimeter, etc.)	Expansion	TBD
Total (includes 30% contingency)			\$1,300



8 Falkirk Cultural Center Grounds

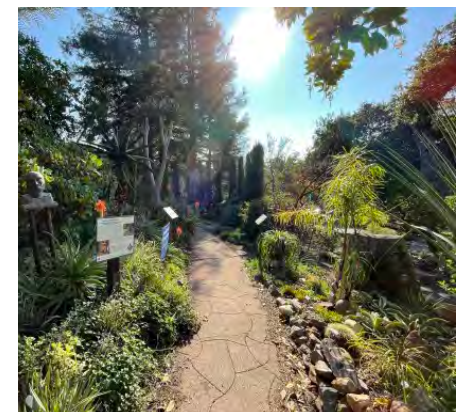
Falkirk Cultural Center Grounds comprise the 3.6 acres of landscaped property surrounding Falkirk Cultural Center. A uniquely historic site, the Special Use grounds include demonstration gardens, sculptures, and wedding and event venues. The demonstration gardens are managed through a partnership with Marin Master Gardeners and the site provides passive and active recreation through rentable sites, City programming, and lawn.

Condition: Poor Fair **Good** Excellent



ID	Recommendation	Type	Cost
8.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
8.2	Maintain Falkirk Demonstration Gardens in alignment with the San Rafael General Plan 2040 - Policy C-3.9 Water-Efficient Landscaping - xeriscaping principles and drought-tolerant planting*	Policy	NA
8.3	Maintain Falkirk Demonstration Gardens in alignment with the San Rafael General Plan 2040 – Policy AC-1.1 Cultural Center of Marin – promote Falkirk Cultural Center as a venue for arts and local culture*	Policy	NA
8.4	Repair and/or replace irrigation system – end of life	Deficiency Improvement	\$223,600
8.5	Evaluate alternative uses for reflection pond	Expansion	TBD
8.6	Develop a comprehensive assessment of the Falkirk Cultural Center’s unique historic and architectural qualities, to guide future planning and programming that will be in alignment with the facility’s unique needs	Expansion	\$260,000
Total (includes 30% contingency)			\$483,600

*Previously proposed in San Rafael’s General Plan 2040



9 Freitas Park

Freitas Park is a Neighborhood Park providing passive and active recreation. The site supports a playground, chess tables, a splash pad, picnic areas, and tennis courts. The 2.7 acre park is divided by Montecillo Road and has unique entry and accent features designed with an east-Asian aesthetic.

Condition: Poor Fair **Good** Excellent

ID	Recommendation	Type	Cost
9.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
9.2	Resurface asphalt paving	Deficiency Improvement	\$148,200
9.3	Resurface tennis court	Deficiency Improvement	\$195,000
9.4	Consider recreation options for northern portion of park	Expansion	TBD
9.5	Develop a policy for splash pad operations (consider closures for drought conditions, etc.)	Policy	NA
Total (includes 30% contingency)			\$343,200



10 Gerstle Park

Gerstle Park is a popular, historic, Neighborhood Park of 6 acres donated to the City of San Rafael in 1930. Gerstle Park supports active and passive recreation with playgrounds, reservable picnic areas, lawn, and a basketball court. Park landscape features include rare and unique heritage trees and shrubs planted with the construction of the original Gerstle property. The site’s tennis court is not currently usable for racquet sports due to dilapidated court surfacing.

Condition: Poor **Fair** Good Excellent



ID	Recommendation	Type	Cost
10.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
10.2	Resurface asphalt paving at basketball court and play areas	Deficiency Improvement	\$90,480
10.3	Evaluate and improve pathways	Expansion	TBD
10.4	Update play areas - replace play structures near end of lifecycle, replace sand with fibar at school-age play area	Deficiency Improvement	\$291,980
10.5	Evaluate feasibility and pursue tennis court renovation	Expansion	TBD
10.6	Replace benches (20) and picnic tables (32) - end of lifecycle	Deficiency Improvement	\$176,800
10.7	Explore partnership opportunities for maintaining the historic nature of the landscaping	Policy	NA
10.8	Improve access from adjacent open space for hiking*	Expansion	TBD
Total (includes 30% contingency)			\$559,260



*Previously proposed in San Rafael’s General Plan 2040

PLAN

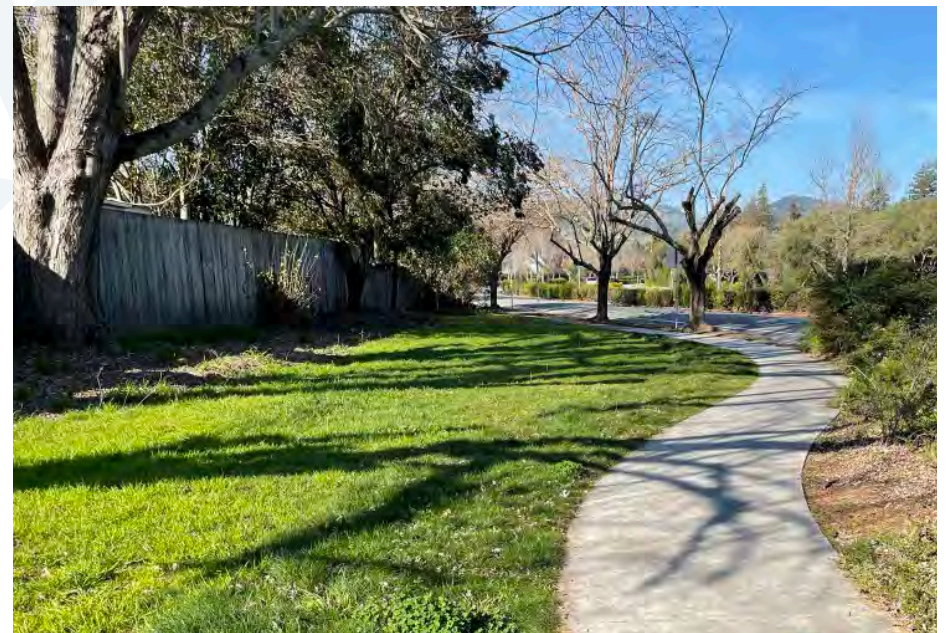
11 Hillview Park

This Pocket Park, along Manuel T. Freitas Parkway, provides 0.3 acres of passive recreation. Hillview Park supports seating, a shade arbor, and lawn.

Condition: Poor Fair Good **Excellent**

ID	Recommendation	Type	Cost
11.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
11.2	Maintain park in alignment with Policy NH-4.7 Terra Linda Community Improvements – linked to broader effort to restore Gallinas Creek*	Policy	NA
Total (includes 30% contingency)			NA

*Previously proposed in San Rafael’s General Plan 2040



12 Jean and John Starkweather Park

Jean and John Starkweather Shoreline Park is a 23.3 acre Special Use site providing San Rafael with access to the San Francisco Bay. This site supports passive recreation through biking, walking, and several seating areas. Interpretive signage areas detail coastal habitat information for users.

Condition: Poor Fair **Good** Excellent

ID	Recommendation	Type	Cost
12.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
12.2	Expand and improve shoreline path network	Expansion	TBD
12.3	Implement interpretive signage plans*	Expansion	\$390,000
12.4	Explore opportunities for additional boating and water sport access ramps	Expansion	TBD
12.5	Replace benches (39) and picnic tables (1) - end of life	Deficiency Improvement	\$105,300
Total (includes 30% contingency)			\$495,300

*Previously proposed in the Shoreline Park Interpretive Signage Master Plan, 2007



PLAN

13 Loch Lomond

Loch Lomond is the City's newest Neighborhood Park, which is part of a private development that is available for public use and maintained through the City as an assessment district. It provides playgrounds, picnic areas, and a public marina. Due to its new construction – completed in 2020 - there are no recommendations at this time for this park.

Condition: Poor Fair Good **Excellent**



14 Los Ranchitos Park

Los Ranchitos Park is San Rafael's second-newest Neighborhood Park – completed in 2004. The site provides passive recreation through sport courts, lawn, and playgrounds. There are no recommendations at this time for Los Ranchitos Park as the site is in excellent condition.

Condition: Poor Fair Good **Excellent**



PLAN

15 Munson Park

Munson Park is designated a Neighborhood Park in General Plan 2040, however based on its existing amenities the CPRMP recommends reclassifying it as a Pocket Park. The 1.5 acre site provides passive recreation with picnic tables and lawn.

Condition: Poor Fair **Good** Excellent

ID	Recommendation	Type	Cost
15.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
15.2	Maintain park in alignment with Policy NH-4.7 Terra Linda Community Improvements - linked to broader effort to restore Gallinas Creek*	Policy	NA
15.3	Potential location for bio-preventative pest management practices to address rodents—owl box or raptor resting post	Expansion	\$1,300
Total (includes 30% contingency)			\$1,300

*Previously proposed in San Rafael's General Plan 2040



16 Oleander Park

Oleander Park is a 2.3 acre Neighborhood Park supporting passive play and recreation. The park contains a playground, picnic tables, and lawn.

Condition: Poor **Fair** Good Excellent

ID	Recommendation	Type	Cost
16.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
16.2	Resurface asphalt and concrete paving	Deficiency Improvement	\$113,750
16.3	Update play area - replace play structures near end of lifecycle, replace sand with fibar	Deficiency Improvement	\$159,640
16.4	Replace picnic tables (2) and benches (2) – end of life span	Deficiency Improvement	\$13,000
Total (includes 30% contingency)			\$286,390



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PLAN

17 Oliver Hartzell Park

Oliver Hartzell Park is a 0.5 acre Pocket Park supporting passive play and recreation with a playground, picnic area, and seating. The steep incline to enter the park provides very limited accessibility.

Condition: **Poor** Fair Good Excellent

ID	Recommendation	Type	Cost
17.1	Evaluate best recreational purpose for this site – playground structure is near end of life span and should be addressed	Expansion	TBD
17.2	Depending on recreational purpose, correct high-impact ADA barriers	Deficiency Improvement	TBD
17.3	Replace picnic tables (2) and benches (2) - end of life span	Deficiency Improvement	\$13,000
Total (includes 30% contingency)			\$13,000



18 Peacock Gap Park

Peacock Gap Park is a popular 4.1 acre Neighborhood Park providing passive play and recreation. The site supports playgrounds, picnic tables, tennis courts, a lawn, and an aging parcourse network.

Condition: Poor Fair **Good** Excellent

ID	Recommendation	Type	Cost
18.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
18.2	Repair and/or replace irrigation system - poor spray coverage, drainage issues	Deficiency Improvement	\$504,400
18.3	Update play areas - replace failing playground structures, replace sand with fibar	Deficiency Improvement	\$320,450
18.4	Resurface asphalt paving	Deficiency Improvement	\$273,000
18.5	Resurface tennis courts	Deficiency Improvement	\$195,000
18.6	Replace picnic tables (3) and benches (14) – end of life span	Deficiency Improvement	\$48,100
18.7	Repair and/or replace parcourse equipment (3)	Deficiency Improvement	\$19,500
18.8	Replace restroom - toilet and urinal replacement, domestic waterline replacement, ADA accessibility	Deficiency Improvement	\$455,000
Total (includes 30% contingency)			\$1,815,450



PLAN

19 Pickleweed Park

Pickleweed Park is a heavily used Community Park located in the Canal neighborhood. The 17.6 acre site provides a recently updated playground (2019), picnic areas, and the City’s only multi-use sport field available for rental. The popular sport field supports soccer, lacrosse, ultimate frisbee, and San Rafael Jr. Giants Baseball. It is also the site of the Albert J. Boro Community Center, Pickleweed Branch Library, and Pickleweed Preschool.

Condition: Poor Fair **Good** Excellent



ID	Recommendation	Type	Cost
19.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
19.2	Continue development of the Pickleweed Park Enhancement Project with support of public grant funds – new basketball court, play area, fitness area, shaded seating and picnic area, gazebo structure, conversion of existing turf fields to synthetic turf, renovation of bathroom facilities, additional lighting, parking, security cameras, and landscaping	Expansion	\$9,000,000
19.3	Support development of the Tiscornia Marsh Project: Implement shoreline path improvements; Implement sea level rise adaptation strategies*	Expansion	TBD
19.4	Consider additional maintenance resources for Pickleweed Park field	Policy	TBD
Total (includes 30% contingency)			\$9,000,000

*Previously proposed in San Rafael’s General Plan 2040



20 Riviera Park

Riviera Park is a 0.3 acre Pocket Park completed around the mid-1980s. The site provides passive play and recreation through a playground, picnic tables, and benches. The site is relatively isolated compared to other parks in the City of San Rafael.

Condition: Poor **Fair** Good Excellent

ID	Recommendation	Type	Cost
20.1	Evaluate best recreational purpose for this site – playground structure is near end of life span and should be addressed	Expansion	TBD
20.2	Depending on recreational purpose correct high-impact ADA barriers	Deficiency Improvement	TBD
20.3	Replace picnic tables (2) and benches (4) - end of life span	Deficiency Improvement	\$18,200
20.4	Repair and/or replacement of leaking irrigation system – water fountain and irrigation system not functional	Deficiency Improvement	\$41,600
20.5	Wood columns at retaining walls require replacement	Deficiency Improvement	TBD
Total (includes 30% contingency)			\$59,800



PLAN

21 Santa Margarita Park

5 acre Santa Margarita Park is a Neighborhood Park providing passive and active recreation. The site holds playgrounds, picnic areas, a basketball court, and a tennis court not currently usable for racquet sports due to dilapidated court surfacing.

Condition: Poor **Fair** Good Excellent

ID	Recommendation	Type	Cost
21.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
21.2	Resurface tennis court and pathways to ensure ADA accessibility	Deficiency Improvement	\$148,980
21.3	Resurface asphalt paving at basketball court	Deficiency Improvement	\$82,680
21.4	Replace picnic tables (4) - end of life span	Deficiency Improvement	\$15,600
Total (includes 30% contingency)			\$247,260



22 Sun Valley Park

Sun Valley Park is a popular, 5 acre Neighborhood Park providing a playground, basketball court, picnic areas, and a lawn.

Condition: Poor Fair **Good** Excellent

ID	Recommendation	Type	Cost
22.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
22.2	Evaluate best purpose for upper terrace area, including wooden gazebo	Expansion	TBD
Total (includes 30% contingency)			TBD



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PLAN

23 Terra Linda Community Garden

Terra Linda Community Garden is one of two community gardens operated by the City. The 1 acre site provides 70 raised garden beds, 61 are full plots, of which 2 are ADA accessible plots, and 9 are half plots.

Condition: Poor Fair **Good** Excellent

ID	Recommendation	Type	Cost
23.1	Enhance bio-preventative pest management practices	Expansion	\$1,300
23.2	Explore options to increase plot capacity and improve infrastructure of garden plots to meet the needs of San Rafael residents	Expansion	TBD
23.3	Consider addition of shared garden amenities – storage shed/lockers, seating areas, shade structure	Expansion	\$65,000
23.4	Consider options for improved maintenance (trees, pathways, vacant plots, site perimeter, etc.)	Expansion	TBD
Total (includes 30% contingency)			\$66,300



24 Terra Linda Park

Terra Linda Park is a well-used Community Park in northern San Rafael. The 2.9 acre site provides a playground, picnic areas, lawn, and a basketball court. Terra Linda Park is also the location of the Terra Linda Community Center and Pool.

Condition: Poor **Fair** Good Excellent

ID	Recommendation	Type	Cost
24.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
24.2	Prepare a master plan for Terra Linda Park and Community Center: determine future improvements based on planning efforts; likely to include replace playground for safety and accessibility in the near term – near end of life span; Replace picnic tables and benches - end of life span; Resurface basketball court	Expansion	\$195,000
Total (includes 30% contingency)			\$195,000



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25 Victor Jones Park

Victor Jones Park is a 5.9 acre Neighborhood Park providing passive and active recreation. The location supports a recently renovated playground (2018), picnic areas, lawn, and sport courts. The site has limited ADA accessibility due to existing elevations and is occasionally programmed by the City for outdoor recreation programs such as T-Ball Rentals.

Condition: Poor **Fair** Good Excellent

ID	Recommendation	Type	Cost
25.1	Correct high-impact ADA barriers	Deficiency Improvement	TBD
25.2	Assess sport court functionality and pursue improvements	Expansion	TBD
25.3	Replace restroom – non accessible, installation of a new water source and new sewer line from the building to the street	Deficiency Improvement	\$455,000
25.4	Repair and/or replace irrigation system at lower park - inefficient sprinkler heads, restroom water	Deficiency Improvement	\$130,000
25.5	Replace benches (8) and picnic tables (15) – end of life span	Deficiency Improvement	\$79,300
25.6	Consider design elements of 2008 Victor Jones Conceptual Master Plan as park improvement projects occur	Expansion	TBD
Total (includes 30% contingency)			\$664,300



26 Citywide

Citywide recommendations apply to park and recreation improvements throughout the City of San Rafael and are not confined to any one park or recreation site. These recommendations are predominately policy in nature but include several expansion opportunities and one deficiency recommendation oriented toward identified restroom deficiencies.

ID	Recommendation	Type	Cost
26.1	Pursue options for Montecito/Dominican Park Amenity	Expansion	TBD
26.2	Pursue options for West End/Fairhills Park Amenity	Expansion	TBD
26.3	Pursue options for Lincoln/San Rafael Hill Park Amenity	Expansion	TBD
26.4	Pursue options for Contempo/Deer Park Park Amenity	Expansion	TBD
26.5	Pursue options for Northbridge/Marin Lagoon Park Amenity	Expansion	TBD
26.6	Assess options to address deficiency in spaces for off-leash dogs	Policy	TBD
26.7	Evaluate restroom maintenance citywide - improve restroom maintenance levels where needed	Policy	TBD
26.8	Develop systemwide tennis court resurfacing schedule	Policy	TBD
26.9	Assess pickleball striping or pickleball conversion projects systemwide	Policy	TBD
26.10	Develop systemwide irrigation replacement schedule	Policy	TBD
26.11	Reclassify City parks based on existing amenities - Jerry Russom Memorial Park (to open space), Bret Harte Park (to neighborhood park), Munson Park (to pocket park)	Policy	NA
26.12	Evaluate historic water system resources	Policy	TBD

26.13	Develop program for citywide fibar replacement at playgrounds	Policy	NA
26.14	Evaluate tennis court access program and explore alternative approaches	Policy	NA
26.15	Develop systemwide playground amenity replacement schedule	Policy	NA
26.16	Explore locations for self-directed fitness equipment	Expansion	TBD
26.17	Develop unifying systemwide park and recreation signage	Policy	TBD
26.18	Develop a comprehensive maintenance plan for City parks	Policy	TBD
26.19	Develop comprehensive maintenance plan for City recreation facilities	Policy	TBD
26.20	Consider entering into Joint-Use Agreements with San Rafael City Schools to provide additional recreation facilities to the San Rafael community	Policy	NA
26.21	Offer training opportunities for staff to support growth and understanding around diversity, equity, inclusion, and belonging	Policy	TBD
26.22	Repair identified priority physical deficiencies at park restrooms	Deficiency Improvement	\$134,575
Total (includes 30% contingency)			\$134,575

Recreation Facility Recommendations

Recommendations provided for the City’s recreation facilities are included in the Recreation Facility Inventory and Assessment (Appendix F). In the Recreation Facility Inventory and Assessment a comprehensive list of recommended improvements for the Albert J. Boro Community Center, Albert Park Stadium, Falkirk Cultural Center, San Rafael Community Center, and Terra Linda Community Center and Pool House. These detailed recommendations will be incorporated into Public Work’s upcoming Facilities Master Plan to support a comprehensive plan for City facility improvements.

Facility recommendations outlined below are oriented towards addressing the architectural, structural, mechanical, electrical, and accessibility deficiencies identified in the Recreation Facility Inventory and Assessment and include only deficiency improvements that need immediate (near-term) attention.

27 Albert Park Field House

Albert Park Field House is the covered grandstand with seating, dugouts, and locker rooms at the Albert Park ballfield. The Field House accommodates spectator seating for baseball at the site.

ID	Recommendation	Type	Cost
27.1	Correct high priority architectural deficiencies	Deficiency Improvement	\$55,900
27.2	Correct high priority ADA deficiencies	Deficiency Improvement	\$17,940
Total (includes 30% contingency)			\$73,840



28 Albert J. Boro Community Center

Albert J. Boro Community Center is the City’s most recently remodeled community center (2006) located in the Canal neighborhood. The popular and well-used facility provides classes, activities, and events including fitness, open-gym sports, and art courses for youth, adults, and older adults. The facility features multi-use classrooms, an art room, a gymnasium for basketball and volleyball, a 200-capacity multipurpose room, and a kitchen.

ID	Recommendation	Type	Cost
28.1	Correct high priority architectural deficiencies	Deficiency Improvement	\$112,190
28.2	Correct high priority mechanical deficiencies	Deficiency Improvement	\$1,305,345
Total (includes 30% contingency)			\$1,417,535



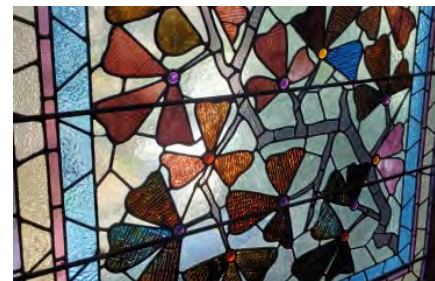
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PLAN

29 Falkirk Cultural Center

Falkirk Cultural Center is a historic 3-story home, constructed in 1888. It was donated to the City of San Rafael in 1974 and now provides year round programming with a contemporary art gallery and an educational center for cultural arts. The Center is also available for receptions, weddings, meetings, and history tours upon request.

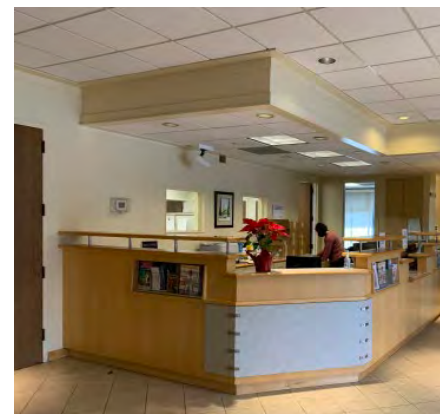
ID	Recommendation	Type	Cost
29.1	Correct high priority architectural deficiencies	Deficiency Improvement	\$516,620
29.2	Correct high priority mechanical deficiencies	Deficiency Improvement	\$20,020
29.3	Correct high priority electrical deficiencies	Deficiency Improvement	\$611,000
29.4	Correct high priority structural deficiencies	Deficiency Improvement	NA
29.5	Correct high priority ADA deficiencies	Deficiency Improvement	\$13,455
Total (includes 30% contingency)			\$1,161,095



30 San Rafael Community Center

The San Rafael Community Center provides programs, classes and activities for pre-school aged children, youth, adults, and older adults. The Center features an auditorium with a theatrical stage, kitchen, and four meeting rooms - three of which can be opened to one large room. San Rafael Community Center additionally offers rentals for facility use and supports office space for the department's administrative staff.

ID	Recommendation	Type	Cost
30.1	Correct high priority architectural deficiencies	Deficiency Improvement	\$9,360
30.2	Correct high priority electrical deficiencies	Deficiency Improvement	\$260
30.3	Correct high priority ADA deficiencies	Deficiency Improvement	\$6,500
Total (includes 30% contingency)			\$16,120



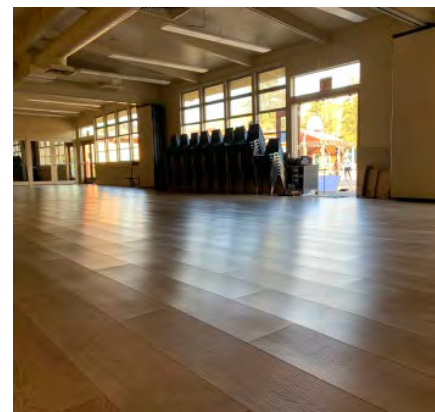
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PLAN

31 Terra Linda Community Center

The Terra Linda Community Center provide classes for youth, adults, and older adults with rooms available to rent for parties, classes, or receptions. This facility provides three classrooms, a ceramics studio, preparation kitchen, community rental hall, and outdoor patio and stage area. This Community Center is also the site of San Rafael’s City-operated pool.

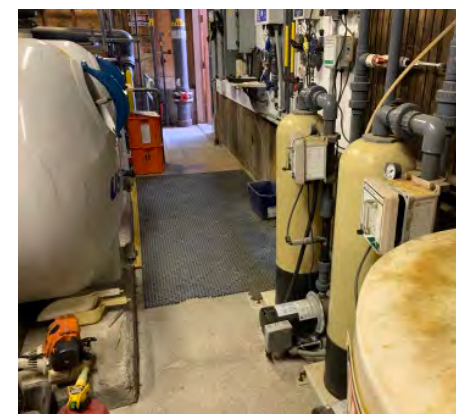
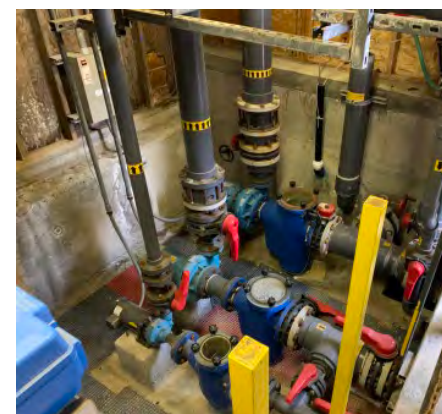
ID	Recommendation	Type	Cost
31.1	Correct high priority architectural deficiencies	Deficiency Improvement	\$101,400
31.2	Correct high priority mechanical deficiencies	Deficiency Improvement	\$3,250
31.3	Correct high priority electrical deficiencies	Deficiency Improvement	\$8,905
31.4	Correct high priority ADA deficiencies	Deficiency Improvement	\$49,400
Total (includes 30% contingency)			\$162,955



32 Terra Linda Pool House

Terra Linda Pool House houses locker rooms, an entry kiosk, and pool equipment storage for the Terra Linda Pool. Equipment here includes the pool's water heater, chemical storage, and a mechanical room, in addition to restroom and storage amenities for pool visitors.

ID	Recommendation	Type	Cost
32.1	Correct high priority architectural deficiencies	Deficiency Improvement	\$27,535
32.2	Correct high priority mechanical deficiencies	Deficiency Improvement	\$65,325
32.3	Correct high priority electrical deficiencies	Deficiency Improvement	\$1,560
32.4	Correct high priority ADA deficiencies	Deficiency Improvement	\$36,375
Total (includes 30% contingency)			\$130,795



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Recreation Operation Recommendations

Policy recommendations are provided to guide current and future operation in the Recreation & Childcare Division’s programming, in recreation facility operation, and in maintenance operations for the City’s recreation network.

33 Recreation and Childcare Division Programming

ID	Recommendation	Type	Cost
33.1	Establish a formal programming philosophy to guide future program delivery	Policy	NA
33.2	Develop a programming plan that builds on the philosophy and identifies program priorities for the future	Policy	NA
33.3	Pursue additional contracts with other providers for program areas that are not currently adequately available	Policy	NA
33.4	For program areas where there are not contracts, utilize other providers on a referral and clearinghouse basis	Policy	NA
33.5	Develop a city staffing plan and operating budget that will support the program plan	Policy	NA
33.6	Establish basic performance measures to track recreation programming effectiveness	Policy	NA
33.7	Develop a comprehensive fee policy	Policy	NA
33.8	Recreation programs, services and facilities need to be supported by established marketing efforts	Policy	NA

34 Recreation Facility Operation

ID	Recommendation	Type	Cost
34.1	Utilize the Facility Deficiencies Report to establish a detailed deferred maintenance list for all city owned facilities	Policy	NA
34.2	Complete an athletic field capacity analysis to determine the accepted level of use for existing fields	Policy	TBD

35 Operations and Maintenance

ID	Recommendation	Type	Cost
35.1	Consider additional staffing and/or resources to support any increase in maintenance and operations service levels	Policy	NA
35.2	Develop an asset inventory and management plan	Policy	TBD
35.3	Develop a succession plan for key staff	Policy	NA

5.3 COST FOR PLANNING PURPOSES

The CPRMP identifies \$18,315,216 in park improvements and \$2,962,340 in recreation facility improvements, totaling approximately \$21.3 million (2023 dollars) in recommendations, inclusive of the previously discussed 30% contingency. See Table 34.

Table 34. Cost Estimate for Planning Purposes

	Park Recommendations	Recreation Facility Recommendations	Grand Total
Total	\$14,088,628	\$2,278,723	\$16,367,351
Total with 30% contingency	\$18,315,216	\$2,962,340	\$21,277,556

These recommendation total approximately \$8.0 million in Deficiency Improvements and nearly \$8.0 million in Expansion opportunities, exclusive of the 30% contingency. Policy recommendations are not assigned a cost, as they cannot be sufficiently defined for implementation, but will likely have operational resource impact on the City. See Table 35.

Table 35. Cost Estimate by Recommendation Type

Type	Park Recommendations	Recreation Facility Recommendations	Total
Deficiency Improvements	\$5,894,951	\$2,278,723	\$8,173,674
Expansion	\$8,193,677	\$0	\$8,193,677
Policy	\$0	\$0	\$0
		Total	\$16,367,351
		Total with 30% contingency	\$21,277,556

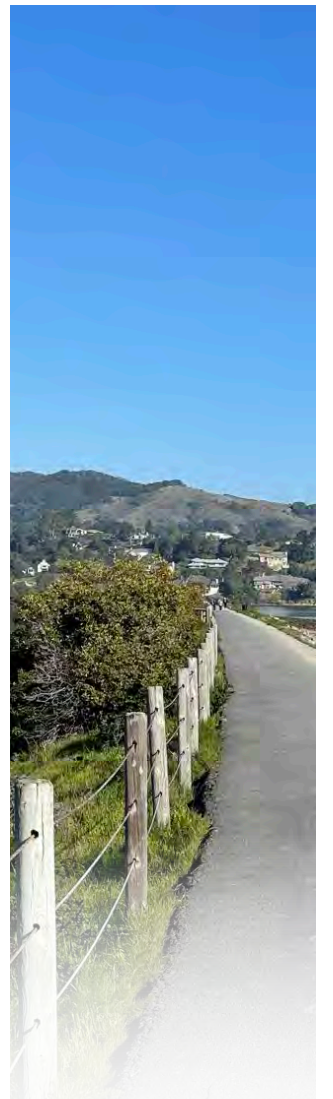
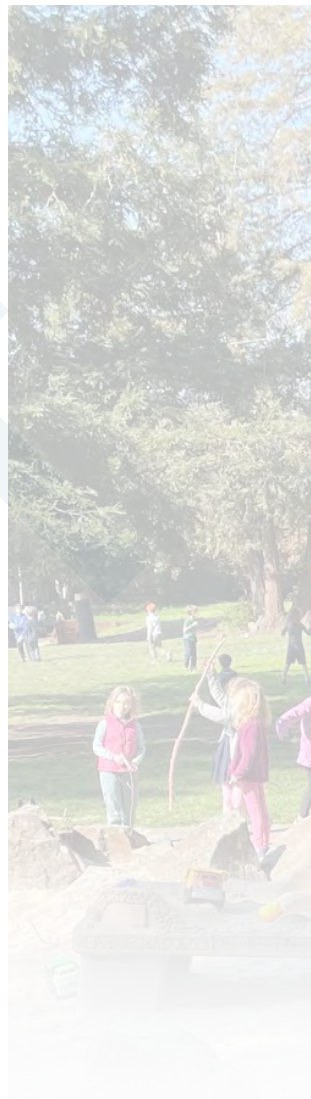
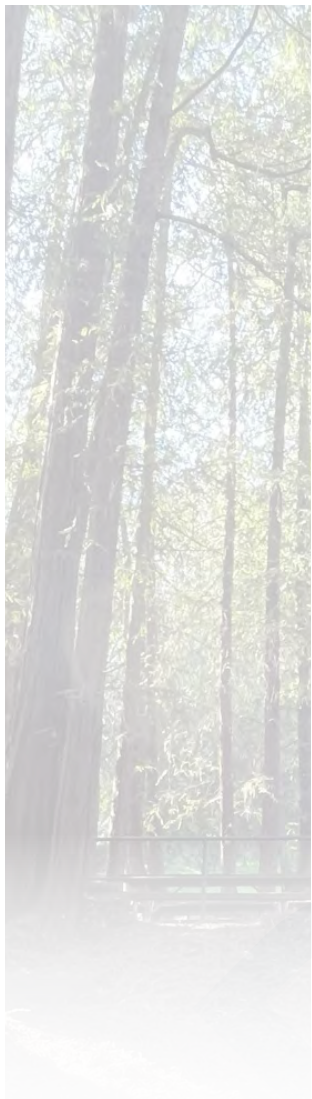
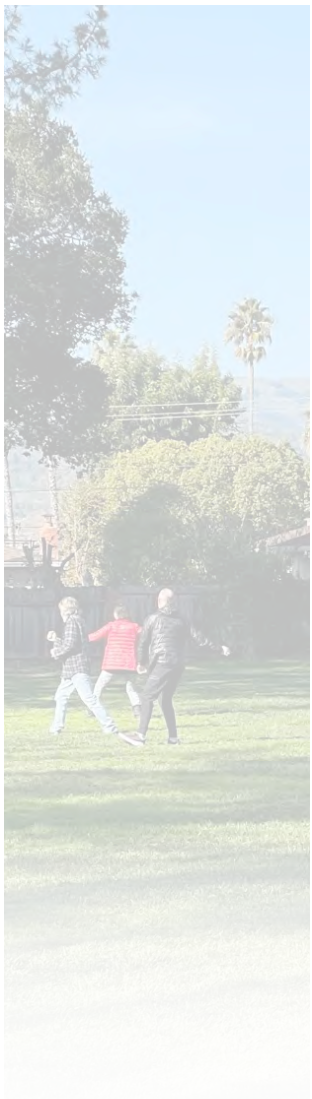
The Master Plan costs will exceed the shown \$21.3 million estimate - the timing of project implementation will depend on funding availability with escalation expected and some of the proposed projects will require

additional funding and/or staffing for operations and maintenance. Additionally many recommendations are not costed due to undefinable scope.

The next section of the CPRMP explores a variety of funding sources for the proposed park recommendation projects estimated to be \$18.3 million. The remaining \$3.0 million in recreation facility recommendations is not included in this financial assessment, as they will be folded into the City’s upcoming Facilities Master Plan process.

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6. IMPLEMENTATION

IMPLEMENTATION



- 6.1 PRIORITIZATION OF RECOMMENDATIONS
- 6.2 ACTION PLAN
- 6.3 FUNDING PLAN

6.1 PRIORITIZATION OF RECOMMENDATIONS

Prioritization Criteria

From the Master Plan process, the CPRMP developed evaluation criteria to prioritize the proposed recommendations. These criteria comparatively weight the recommendations based on their ability to:

- Address **Health and Safety**
- Support **Community Priorities**
- Reach the greatest **Service Area**
- Adhere to **General Plan 2040 Guiding Principles**
- Enhance **Accessibility**
- Strengthen **Operational Efficiency**
- Support **Previous Planning**

The above criteria are listed by weight, starting with the greatest weight through the lowest, per Figure 1.

Figure 21. Prioritization Criteria

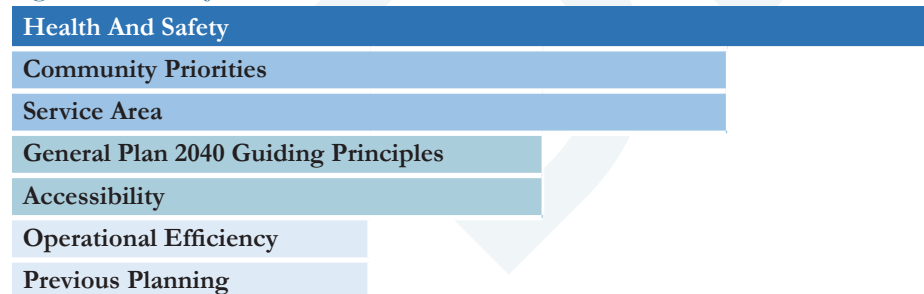
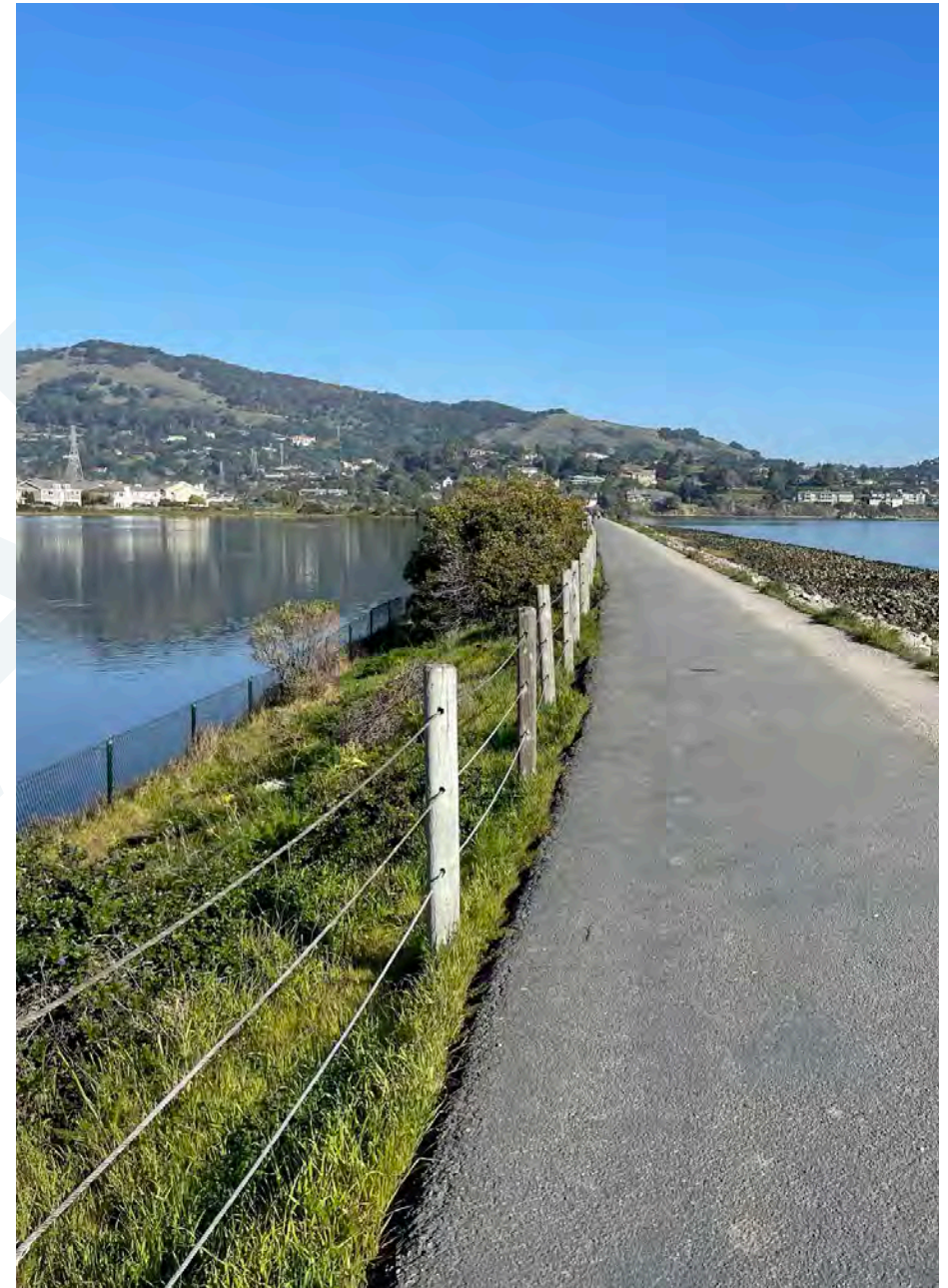


Figure 20. Jean and John Starkweather Shoreline Park



IMPLEMENTATION

The top tier criteria is health and safety. This is weighted first to ensure the City of San Rafael protects the community's health and safety in the delivery of services. Community priorities and service area follow as they address interests identified in the CPRMP planning process and will serve the greatest number of users. Adherence to the 2040 General Plan Guiding Principles ensures the CPRMP is in alignment with the City's guiding planning document, while enhancing accessibility supports inclusive use of the recreation network. Finally, addressing operational efficiency will support the City in effective recreation resource allocation, while recommendations from previous planning efforts reiterate the City's work guiding the future of San Rafael. Recommendation prioritization is based on cumulative weight considering all criteria.

The City will continue to operate its facilities (recreation and otherwise) in a manner that prioritizes the health and safety of the San Rafael community. As such any projects that address immediate significant risks to public safety will be prioritized above all else.

Health and Safety

Recommendations that support health and safety are those that address public health, physical safety, or are in urgent need of implementation. Public health considers cleanliness and sanitation in the City's recreation system. Physical safety considers recreation amenities at the end of their service life as well as addressing potential physical hazards to users. Urgent implementation prevents an amenity closure due to existing or continued repair deferral.

The CPRMP recommendations prioritize amenities closest to end of life. Other amenities (playgrounds, etc.) will be identified and incorporated into future capital improvement planning via replacement and maintenance schedules recommended in the Master Plan.

Community Priorities

The Master Plan's community engagement process has revealed recreation priorities of the system's users. In park improvements, these priorities include:

- **Desire to update and improve the City's existing park amenities**, particularly to modernize playgrounds and recreation amenities such as benches, picnic tables, etc. as well as repairing failing infrastructure
- **Improved cleanliness** including litter maintenance, restroom maintenance, refuse pick-up, playground maintenance, etc.
- **Addressing and/or replacing outdated equipment** such as benches, playgrounds, barbecues, picnic tables, etc.
- **Addressing infrastructure maintenance** i.e., surface improvements (sport courts, picnic areas, pathways, parking lots, etc.)
- **More park amenities** such as drinking fountains, shade structures, bike racks, and benches
- **Improved landscape maintenance**
- **Updated irrigation system(s)** for efficient water use
- **Improved lighting** for safety and pathways
- **More restrooms** in City parks
- **Enhanced sports fields to meet demand** i.e., lighting, artificial turf, improved maintenance

In recreation activities, these priorities include:

- **Walking, hiking, and/or jogging**
- **Restroom** access
- **Visiting local parks and/or enjoying nature**

- **Attending community events**
- **Playground** access
- **Picnicking**
- **Nature and environmental programming**
- **Swimming**
- **Self-directed activities** such as outdoor fitness courses, active play areas, and pathways with distance markers
- **Cultural activities** such as museums, theater programs, and art exhibits
- **Reading**
- **Sport court** access
- **Fitness activities** such as yoga, weightlifting, and cardio sports
- **Self-help and wellness**
- **Walking or exercising a dog** at a dog park area

In recreation services, the CPRMP has also revealed the community is strongly interested in pedestrian access and community gathering opportunities through events and picnic areas.

Service Area

The service area criteria includes recommendations that would occur at a frequently visited park or within 0.5 miles of a high density neighborhood.

The most frequently visited parks are based on results of the Statistically Valid Survey and the Parks and Recreation Questionnaire. From the survey tools, the following are the most frequently utilized parks in San Rafael:

- Gerstle Park
- Sun Valley Park

- Terra Linda Park
- Peacock Gap Park
- Albert Park
- Loch Lomond Park
- Pickleweed Park

Neighborhood density is determined by the Land Use Element of the General Plan 2040. The residential density categories of General Plan 2040 include allowable density which considers expected population growth in the City and is not limited to current population numbers.

General Plan 2040 Guiding Principles

General Plan 2040 provides 5 guiding principles at the core the General Plan's vision for San Rafael. Ensuring alignment with this planning resource, the CPRMP gives priority to recommendations that support the guiding principles of Opportunity for All and Adapting to the Future, the two principles most relevant to the park and recreation system.

Adherence to the principle of Opportunity for All is applied for recommendations that serve severely disadvantaged communities per California State Parks census designation. In San Rafael, this designation includes the Canal neighborhood. Adherence to the Adapting to the Future principle is applied for recommendations that support conservation, climate change adaptation, and/or disaster mitigation.

Accessibility

The CASp report prepared for the CPRMP identifies accessibility barriers in the categories of high impact, medium impact, and low impact. Recommendations that address or remove accessibility barriers from the City's recreation network are prioritized.

IMPLEMENTATION

Operational Efficiency

The City expends resources in staffing for the maintenance of the San Rafael’s parks and recreation facilities. Recommendations that provide significant savings in staff time and City resources support efficient operations and service delivery are prioritized.

Included in Previous Planning

Supporting recommendations from previous planning efforts reiterate the City’s work guiding the future of San Rafael. The CPRMP integrates previously proposed park and recreation recommendations that are included in the following planning documents:

- San Rafael General Plan 2040, 2021
- Downtown Precise Plan, 2021
- Climate Change Action Plan, 2019
- San Rafael Bicycle and Pedestrian Master Plan, 2018
- Canalfront Conceptual Design Plan and Guidelines, 2009

6.2 ACTION PLAN

The CPRMP’s Action Plan identifies the near-term, medium-term, and long term recommendations proposed in the Master Plan. The priority level of these recommendations is based on their comparative weight in satisfying the prioritization criteria previously discussed. The City will utilize the identified priority framework to determine allocation of existing and future available funding. Additional considerations can be made as changes or needs arise, but this action plan provides a roadmap for completing future recreation system improvements as resources allow.

Table 36. Recommendation Type

Recommendation Type	Description	Total
Deficiency Improvement	Recommendation improves existing condition in a deficient area such as replacing or enhancing amenities at end of lifecycle, and ADA improvements to remove accessibility barriers	83
Expansion	Recommendation supports new recreation amenities, expanding San Rafael’s recreation system	36
Policy	Recommendation is administrative and supports the City’s delivery of parks and recreation services	43
Total number of recommendations		162

Table 37. Recommendation Priority

Recommendation Priority	Description	Total
Near Term	Potentially achievable in 0-5 years	54
<ul style="list-style-type: none"> • 14 park improvements (deficiencies and expansions) • 20 policies • 20 recreation facility improvement recommendations to be incorporated into the upcoming Facilities Master Plan 		
Medium-Term	Potentially achievable in 5-10 years	29
<ul style="list-style-type: none"> • 15 park improvements • 14 policies 		
Long-Term	Potentially achievable in 10 + years	21
<ul style="list-style-type: none"> • 21 park improvements 		
Other	Ongoing (10) As resources allow (26) To be addressed through larger projects (22)	58
Total number of recommendations		162

Priority Park Recommendations

Near-term park recommendations are first priority projects to be implemented by the City of San Rafael. These projects are potentially achievable within the next five years and immediately address the prioritization criteria developed in the Citywide Parks and Recreation Master Plan. Table 38 lists the 14 near-term priority park projects proposed in the CPRMP. The below table cost estimates include a 30% contingency for planning purposes.

Table 38. Near-Term Park Recommendations

Near-Term Park Recommendations				
ID	Site	Recommendation	Type	Cost
19.2	Pickleweed Park	Continue development of the Pickleweed Park Enhancement Project with support of public grant funds – new basketball court, play area, fitness area, shaded seating and picnic area, gazebo structure, conversion of existing turf fields to synthetic turf, renovation of bathroom facilities, additional lighting, parking, security cameras, and landscaping	Expansion	\$9,000,000
1.6	Albert Park	Address fencing deficiencies around Albert Stadium and Field	Deficiency Improvement	\$285,000
18.3	Peacock Gap Park	Update play areas - replace failing playground structures, replace sand with fibar	Deficiency Improvement	\$320,450

24.2	Terra Linda Park	Prepare a master plan for Terra Linda Park and Community Center: determine future improvements based on planning efforts; likely to include replace playground for safety and accessibility in the near term – near end of life span; Replace picnic tables and benches - end of life span; Resurface basketball court	Expansion	\$195,000
5.8	Boyd Memorial Park	Evaluate historic water cistern system for structural integrity	Deficiency Improvement	\$130,000
10.4	Gerstle Park	Update play areas - replace play structures near end of lifecycle, replace sand with fibar at school-age play area	Deficiency Improvement	\$291,980
18.5	Peacock Gap Park	Resurface tennis courts	Deficiency Improvement	\$195,000
9.3	Freitas Park	Resurface tennis court	Deficiency Improvement	\$195,000
16.3	Oleander Park	Update play area - replace play structures near end of lifecycle, replace sand with fibar	Deficiency Improvement	\$159,640
10.3	Gerstle Park	Evaluate and improve pathways	Expansion	TBD
1.3	Albert Park	Pursue improvements at tennis courts – evaluate restroom access, padding around tennis lights (4), court lighting improvement	Expansion	\$282,880
23.2	Terra Linda Community Garden	Explore options to increase plot capacity and improve infrastructure of garden plots to meet the needs of San Rafael residents	Expansion	TBD

IMPLEMENTATION

26.23	Citywide	Repair identified priority physical deficiencies at park restrooms	Deficiency Improvement	\$134,576
29.1	Falkirk Cultural Center	Develop a comprehensive assessment of the Falkirk Cultural Center's unique historic and architectural qualities, to guide future planning and programming that will be in alignment with the facility's unique needs	Expansion	\$260,000

Medium-term park recommendations are second priority projects to be implemented by the City of San Rafael. These projects are potentially achievable within the next five to ten years and support the prioritization criteria developed in the Citywide Parks and Recreation Master Plan. These projects will greatly benefit the community, however their ability to wholistically support the existing park and recreation system is slightly less than near-term park recommendations. Should resources allow, there is flexibility in the timing of these projects' completion. Table 39 lists the 15 medium-term priority projects proposed in the CPRMP. The below table cost estimates include a 30% contingency for planning purposes.

Table 39. Medium-Term Park Recommendations

Medium-Term Park Recommendations				
ID	Site	Recommendation	Type	Cost
21.2	Santa Margarita Park	Resurface tennis court and pathways to ensure ADA accessibility	Deficiency Improvement	\$148,980
5.3	Boyd Memorial Park	Replace play structure - footings are near end of life due to wood rot	Deficiency Improvement	\$130,000
16.2	Oleander Park	Resurface asphalt and concrete paving	Deficiency Improvement	\$113,750
18.4	Peacock Gap Park	Resurface asphalt paving	Deficiency Improvement	\$273,000

20.1	Riviera Park	Evaluate best recreational purpose for this site – playground structure is near end of life span and should be addressed	Expansion	TBD
17.1	Oliver Hartzell Park	Evaluate best recreational purpose for this site – playground structure is near end of life span and should be addressed	Expansion	TBD
1.5	Albert Park	Address parking lot paving for safety and tripping hazards	Deficiency Improvement	\$811,200
10.5	Gerstle Park	Evaluate feasibility and pursue tennis court renovation	Expansion	TBD
5.2	Boyd Memorial Park	Evaluate recreation options for tennis court – resurface or repurpose	Expansion	TBD
5.6	Boyd Memorial Park	Resurface asphalt paving	Deficiency Improvement	\$78,000
9.2	Freitas Park	Resurface asphalt paving	Deficiency Improvement	\$148,200
8.5	Falkirk Cultural Center	Evaluate alternative uses for reflection pond	Expansion	TBD
7.4	Canal Community Garden	Consider options for improved maintenance (trees, pathways, vacant plots, site perimeter, etc.)	Expansion	TBD
23.4	Terra Linda Community Garden	Consider options for improved maintenance (trees, pathways, vacant plots, site perimeter, etc.)	Expansion	TBD
26.16	Citywide	Explore locations for self-directed fitness equipment	Expansion	TBD

Long-term park recommendations are third priority projects in the Master Plan and potentially achievable in ten or more years. These projects address identified deficiencies in the existing recreation system but do not

reflect as much urgency in their completion as prior recommendations. Should resources allow, there is flexibility in the timing of these projects' completion. Table 40 lists the 21 long-term priority park projects proposed in the CPRMP. The below table cost estimates include a 30% contingency for planning purposes.

Table 40. Long-Term Park Recommendations

Long-Term Park Recommendations				
ID	Site	Recommendation	Type	Cost
10.2	Gerstle Park	Resurface asphalt paving at basketball court and play areas	Deficiency Improvement	\$90,480
5.5	Boyd Memorial Park	Consider long term solution for restroom	Expansion	\$455,000
12.3	Jean and John Starkweather Park	Implement interpretive signage plans	Expansion	\$390,000
18.7	Peacock Gap Park	Repair and/or replace parcourse equipment (3)	Deficiency Improvement	\$19,500
5.4	Boyd Memorial Park	Pursue pathway and trail improvements on site and continuing up San Rafael Hill, in accordance with San Rafael General Plan 2040*	Expansion	TBD
4.4	Bernard Hoffman Field	Evaluate potential recreation uses for former playground	Expansion	TBD
6.2	Bret Harte Park	Resurface asphalt paving, including basketball court	Deficiency Improvement	\$117,000
7.2	Canal Community Garden	Potential location for bio-preventative pest management practices - raptor resting post and/or owl boxes	Expansion	\$1,300
15.3	Munson Park	Potential location for bio-preventative pest management practices to address rodents – owl box or raptor resting post	Expansion	\$1,300

10.8	Gerstle Park	Improve access from adjacent open space for hiking	Expansion	TBD
12.4	Jean and John Starkweather Park	Explore opportunities for additional boating and water sport access ramps	Expansion	TBD
21.3	Santa Margarita Park	Resurface asphalt paving at basketball court	Deficiency Improvement	\$82,680
25.2	Victor Jones Park	Assess sport court functionality and pursue improvements	Expansion	TBD
25.3	Victor Jones Park	Replace restroom – non accessible, installation of a new water source and new sewer line from the building to the street	Deficiency Improvement	\$455,000
18..8	Peacock Gap Park	Replace restroom - toilet and urinal replacement, domestic waterline replacement, ADA accessibility	Deficiency Improvement	\$455,000
4.3	Bernard Hoffman Field	Support drainage improvements on site	Deficiency Improvement	TBD
22.2	Sun Valley Park	Evaluate best purpose for upper terrace area, including wooden gazebo	Expansion	TBD
23.3	Terra Linda Community Garden	Consider addition of shared garden amenities – storage shed/ lockers, seating areas, shade structure	Expansion	\$65,000
23.1	Terra Linda Community Garden	Enhance bio-preventative pest management practices	Expansion	\$1,300
20.5	Riviera Park	Wood columns at retaining walls require replacement	Deficiency Improvement	TBD
6.4	Bret Harte Park	Improve access from adjacent open space for hiking*	Expansion	TBD

*Previously proposed in San Rafael's General Plan 2040

IMPLEMENTATION

Additional Park Recommendations

Additional park recommendations are also identified systemwide that require tailored approaches given the type of improvement they address.

ADA Access

As part of the Master Plan process, as Certified Access Specialist (CASp) Report was prepared to identify ADA access barriers. The access barriers are categorized on high, medium, or low impact. The list of barriers is substantial with virtually all parks having areas for improvement. Given the scope of this assessment, the recommendation is that the City strategically address the identified barriers as other improvements are made to the parks and recreation facilities, specifically prioritizing those barriers that are classified as high impact. This will allow the City to make progress systemwide and see efficiencies in combining projects. ADA access projects are primarily those that fall in the ‘other’ recommendation priority category, to be addressed through larger projects.

Benches and Picnic Tables

The following parks were identified as having benches and picnic tables that are nearing or at the end of their life: Bret Harte Park, Gerstle Park, Jean and John Starkweather Park, Oleander Park, Oliver Hartzell Park, Peacock Gap Park, Riviera Park, Santa Margarita Park, and Victor Jones Park. Through the City’s newly adopted Park Amenity Sponsorship program, staff will design the program to initially focus on bench and picnic table donations in the identified locations. As the program develops, staff will evaluate how effectively it is addressing the deficiencies and adjust as needed. The bench and picnic table projects fall in the ‘other’ recommendation priority category, to be addressed as resources allow.

Irrigation

The following parks were identified as having significant irrigation issues that should be addressed: Albert Park, Arbor Park, Bernard Hoffman Field, Boyd Memorial Park, Canal Community Garden, Falkirk Cultural Center, Peacock Gap Park, Riviera Park, and Victor Jones Park. Keeping the current systems operational takes significant staff time, impacts the community’s ability to utilize the amenity, and results in inefficient water usage. Given this, as well as the recent historic droughts, addressing the irrigation deficiencies should be a priority. However, the scope of the issue would require significant resources. This may be an area for the City to pursue outside funding opportunities related to sustainability and/or energy efficiency grants and other public funds. The irrigation repair projects fall in the ‘other’ recommendation priority category, to be addressed as resources allow.

Ongoing Recommendations

Existing planning documents and efforts, such as General Plan 2040, identify a number of recommendations that focus on ongoing maintenance and management of specific park sites. In the CPRMP, these projects fall in the ‘other’ recommendation priority category, as ongoing recommendations which are in alignment with the City’s current efforts and are noted in the CPRMP as efforts that the City should continue to support.

System Expansion Recommendations

With the City’s limited resources and the community’s strong prioritization of addressing existing infrastructure over adding new amenities, the CPRMP is focused on improvements to current sites. However, as resources allow, the Master Plan provides several recommendations that

propose adding new or expanded amenities, particularly in areas of the City that are currently deficient in park space or have high density. These include:

- Expand and improve the shoreline path network along the Jean and John Starkweather Park
- Address park deficiencies in the following neighborhoods through the development of dedicated park land:
 - Montecito/Dominican
 - West End/Fairhills
 - Lincoln/San Rafael Hill
 - Contempo/Deer Park
 - Northbridge/Marin Lagoon
- Explore recreation options for the northern portion of Freitas Park

The above expansion recommendations fall in the ‘other’ recommendation priority category, to be addressed as resources allow.

Priority Recreation Facility Projects

Applying the mack5 priority categorization along with the Master Plan’s weighted evaluation criteria, the highest priority recommendations include addressing architectural and mechanical deficiencies at the Albert J. Boro Community Center. Those recommendations are supported through the City’s existing CIP, with funding allocated to those projects in the near term.

Remaining recreation facility recommendations will be incorporated into Public Work’s upcoming Facilities Master Planning process. This data will support that process in developing a comprehensive plan for City facility improvements and for allocating Building Funds moving forward.

Priority Policy Projects

Near-term policy recommendations are first priority policies to be implemented by the City of San Rafael. These policies are potentially achievable within the next five years and readily address the prioritization criteria developed in the CPRMP. Table 41 lists the 20 near-term policies proposed in the Master Plan. Policy recommendations are not assigned cost as their implementation scope cannot be defined; however they will have resource impacts on the City.

Table 41. Near-Term Policy Recommendations

Near-Term Policy Recommendations				
ID	Site	Recommendation	Type	Cost
3.3	Beach Park	Seek proposals for public-private partnerships that will activate the park space and address needed oversight and management for site safety	Policy	NA
26.6	Citywide	Assess options to address deficiency in spaces for off-leash dogs	Policy	TBD
1.7	Albert Park	Consider additional maintenance resources for Albert Field	Policy	TBD
33.1	Recreation Programs	Establish a formal programming philosophy to guide future program delivery	Policy	NA
33.2	Recreation Programs	Develop a programming plan that builds on the philosophy and identifies program priorities for the future	Policy	NA
19.4	Pickleweed Park	Consider additional maintenance resources for Pickleweed Park field	Policy	TBD
26.7	Citywide	Evaluate restroom maintenance citywide - improve restroom maintenance levels where needed	Policy	TBD

IMPLEMENTATION

26.8	Citywide	Develop systemwide tennis court resurfacing schedule	Policy	TBD
26.10	Citywide	Develop systemwide irrigation replacement schedule	Policy	TBD
26.11	Citywide	Reclassify City parks based on existing amenities - Jerry Russom Memorial Park (to open space), Bret Harte Park (to neighborhood park), Munson Park (to pocket park)	Policy	NA
26.13	Citywide	Develop program for citywide fibar replacement at playgrounds	Policy	NA
26.14	Citywide	Evaluate tennis court access program and explore alternative approaches	Policy	NA
26.15	Citywide	Develop systemwide playground amenity replacement schedule	Policy	NA
26.21	Citywide	Offer training opportunities for staff to support growth and understanding around diversity, equity, inclusion, and belonging	Policy	TBD
33.3	Recreation Programs	Pursue additional contracts with other providers for program areas that are not currently adequately available.	Policy	NA
33.4	Recreation Programs	For program areas where there are not contracts, utilize other providers on a referral and clearinghouse basis.	Policy	NA
33.5	Recreation Programs	Develop a city staffing plan and operating budget that will support the program plan	Policy	NA
35.1	Operations And Maintenance	Consider additional staffing and/or resources to support any increase in maintenance and operations service levels	Policy	NA
33.7	Recreation Programs	Develop a comprehensive fee policy	Policy	NA

33.8	Recreation Programs	Recreation programs, services and facilities need to be supported by established marketing efforts	Policy	NA
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Medium-term policy recommendations are second priority policies to be implemented by the City. These policies are potentially achievable within the next five to ten years and support the prioritization criteria developed in the Master Plan. Based on available resources, there is flexibility in their implementation. Table 42 lists the 14 medium-term policy recommendations proposed in the CPRMP.

Table 42. Medium-Term Policy Recommendations

Medium-Term Policy Recommendations				
ID	Site	Recommendation	Type	Cost
1.2	Albert Park	Explore opportunities such as public-private partnerships to refurbish athletic fields and develop new recreational facilities	Policy	NA
9.5	Freitas Park	Develop a policy for splash pad operations. (consider closures for drought conditions, etc.)	Policy	NA
10.8	Gerstle Park	Explore partnership opportunities for maintaining the historic nature of the landscaping	Policy	NA
26.9	Citywide	Assess pickleball striping or pickleball conversion projects systemwide	Policy	TBD
26.12	Citywide	Evaluate historic water system resources	Policy	TBD
26.17	Citywide	Develop unifying systemwide park and recreation signage	Policy	TBD
26.18	Citywide	Develop a comprehensive maintenance plan for City parks	Policy	TBD
26.19	Citywide	Develop comprehensive maintenance plan for City recreation facilities	Policy	TBD

26.20	Citywide	Consider entering into Joint-Use Agreements with San Rafael City Schools to provide additional recreation facilities to the San Rafael community	Policy	TBD
33.6	Recreation Programs	Establish basic performance measures to track recreation programming effectiveness.	Policy	NA
34.1	Recreation Facilities	Utilize the Facility Deficiencies Report to establish a detailed deferred maintenance list for all city owned facilities	Policy	NA
35.2	Operations And Maintenance	Develop an asset inventory and management plan	Policy	TBD
34.2	Recreation Facilities	Complete an athletic field capacity analysis to determine the accepted level of use for existing fields	Policy	TBD
35.3	Operations And Maintenance	Develop a succession plan for key staff	Policy	NA

Table 43 summarizes the available capital improvement cost estimates by their priority and improvement type for park recommendations. This information provides insights into the minimum level of funding required as well as the timing. As shown, these capital cost estimates sum to about \$18.3 million (2023 dollars). This includes deficiency improvements to repair or upgrade existing parks and expansions for new additions to the park system. In aggregate, about 42% of the identified costs are associated with addressing park deficiencies and 58% are associated with park expansions, though several other potential park expansions will be addressed and costed during future park planning efforts. Additionally, about 63% of identified park project costs are identified as near-term (due in part to the greater clarity around shorter term needs). The main project included in the expansion category is a substantial set of improvements to Pickleweed Park, for which the City is pursuing additional grant funding.

It should be emphasized that not all improvements have been costed and the total Master Plan implementation costs for park improvements will exceed the \$18.3 million shown. The actual timing of these improvements will depend on funding availability as discussed in more detail below. When considering overall Master Plan implementation funding requirements, it is also critical to note that park expansions, and potentially some of the deficiency improvements, will often also require additional expenditures on operations and maintenance that will require additional annual funding.

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Estimated Plan Implementation Costs

City staff and the Consultant team have identified a broad range of planned future park and recreation improvements and planning efforts during Master Plan planning process. RHAA has also estimated capital costs for many of the park improvements identified in the CPRMP. A number of additional improvements and planning efforts were also identified whose costs will need to be estimated as part of future park planning efforts, so additional funding beyond the estimated level will need to be sought.

Table 43. Capital Improvement Estimate for Park Improvements

Type	Park Recommendations				Total
	Near-Term	Medium-Term	Long-Term	As Resources Allow	
Deficiency Improvements	\$1,316,651	\$1,310,100	\$938,200	\$2,330,000	\$5,894,951
Expansion	\$7,490,677	\$0	\$703,000	\$0	\$8,193,677
Total	\$8,807,328	\$1,310,100	\$1,641,200	\$2,330,000	\$14,088,628
Total with 30% Contingency	\$11,449,526	\$1,703,130	\$2,133,560	\$3,029,000	\$18,315,216

Source: RHAA

Note: Costs are provided in 2023 dollars and do not include adjustments for inflation. Similarly, revenue estimates are not adjusted for inflation.

Table 43 includes recommendations for park and high-priority facility planning projects only, such as the Terra Linda Park and Community Center Master Plan and the Falkirk Cultural Center Assessment. The recreation facility recommendations identified through the Master Plan process are not included in this financial assessment, as they will be folded into the City’s upcoming Facilities Master Plan process. The estimate for the recreation facility recommendations totals \$2.28 million (\$2.96 million with 30% contingency) and includes only deficiency improvements that need immediate attention (near-term) identified in the Recreation Facility Inventory and Assessment. The primary funding source for facility capital projects is the City’s Building Fund, which is supported by the General Fund. Funding for recreation facility recommendations will be assessed in the Facilities Master Plan and evaluated alongside all City facilities.

Existing Funding Sources

This section provides an overview of the funding sources that currently support the City’s park system and the potential for these funding sources to help support the additional investments envisioned under the new Master Plan. As described below, the funding for San Rafael’s parks

currently comes from a variety of sources, including the City’s General Fund, sales tax revenue associated with the Countywide voter-tax Measure A, taxes, fees, and grants. Some of these sources are primarily used for ongoing maintenance and operations in the parks, while others fund capital projects or upgrade outdated infrastructure.

City Budget and General Fund

Management of parks primarily occurs within two City departments – the Department of Public Works and the Library & Recreation Department. The Department of Public Works has most of the responsibilities for maintenance and care of the parks, while the Library & Recreation Department manages some of the programmatic elements in parks, such as picnic area reservations or events.

The City’s FY 2022-23 adopted budget shows that out of the \$166.1 million total budget in the City, \$95.2 million is contained in the General Fund. The General Fund is a major source of funds to both Public Works (about \$14.4 million) and Library & Recreation (\$5.5 million). Based on input from City staff, within the FY 2022/23 Public Works General Fund budget allocation, about \$860,000 is for parks operation and maintenance costs. The annual allocation from the General Fund is primarily for ongoing parks maintenance rather than capital projects. Other city accounts which are designated for public facility maintenance may occasionally fund parks and recreation building maintenance, although they are not consistently used for parks-related projects.

There are always a broader range of funding demands for General Fund revenue and available revenues can fluctuate significantly with business cycles. In addition to covering its current parks maintenance and recreation building maintenance, the General Fund may also need to be the primary source of funding of additional parks operations and maintenance investments as the proposed CPRMP expansions or other improvements are made.

Measure A

Measure A is a significant source of funds for park and recreation projects in San Rafael, including parks capital projects. It generates funds for parks, open space, and agricultural preservation through a 0.25% countywide sales tax. In June 2022, 75% of Marin County voters voted to renew the tax for another nine years.

Marin County Parks manages Measure A funds and distributes 15% of the annual tax revenue to cities. The City of San Rafael receives 24% of this allocation based on its population. In FY 2020-21, a total of \$2.3 million was disbursed to cities and towns.

Measure A revenues can fund many types of projects in cities including routine maintenance; renovation of existing recreational facilities, including infrastructure; and construction of new parks or recreation facilities. Other wildlife and vegetation management efforts can also use Measure A funds. Each city submits an annual work plan to Marin County Parks to describe their funding plans for the year. San Rafael has historically used Measure A funding to support four project types - park maintenance, vegetation management, open space protection, and park improvements.

City funding priorities are determined by City Council, with input from Park and Recreation Commission, and management of funds and projects is typically performed by Public Works and/or the Library and Recreation departments. Table 44 below details the Measure A funding that the City has used for park capital improvement projects since FY 2014. Additional funds were also used for vegetation management, park maintenance, and open space management. In total, \$1.3 million in Measure A funding has helped pay for improvements at seven parks, miscellaneous repairs or equipment upgrades, and the Citywide Parks and Recreation Master Plan over the last ten years.

Table 44. Measure A Funded Park Projects, 2013-2022

Park Capital Improvement Projects	FY13-14 to FY15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Total
Misc. Park Repairs	\$137,375							\$137,375
Misc. Equipment	\$74,465							\$74,465
Sun Valley Park Basketball Court	\$46,873							\$46,873
Albert Park Playground		\$37,761	\$50,618	\$221,957				\$310,336
Victor Jones Playground		\$80,275	\$19,725					\$100,000
Bret Harte Park Restroom			\$2,183	\$170,798				\$172,981
Pickleweed Park Field Conversion Planning					\$6,523	\$9,359		\$15,882
Albert Park Stadium Field Fencing					\$41,593			\$41,593
Sun Valley Playground Upgrades						\$4,429	\$128,587	\$133,016
Citywide Park and Recreation Master Plan							\$277,009	\$277,009
Total	\$252,493	\$118,036	\$72,526	\$392,755	\$48,116	\$13,788	\$405,596	\$1,309,530

The City has significant flexibility to spend their allocated funds as they deem appropriate. According to the Measure A work plan for FY 2022-23, the City anticipates \$780,000 of available funds, which will fund five projects, as described in Table 45. These projects are also identified in the City’s FY 2022-23 Capital Improvement Plan, which details the upcoming capital improvements that the City intends to pursue in the next two fiscal

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years, with identified funding sources for each project. Implementation efforts for this work plan will be managed by the Department of Public Works in partnership with the Library & Recreation Division. Some projects will be supplemented with additional grants (Sun Valley Park) or other funds (Albert Park, with Building Maintenance funds).

Table 45. Measure A Project Funding FY 2022-2023

Project/Location	Description	Measure A
Citywide Park and Recreation Master Plan	In progress, previously funded	\$35,000
Sun Valley Park Playground Improvements	Also received additional Prop 68 grant	\$335,000
Albert Park Field Fencing	Fencing improvements	\$240,000
Citywide Trail Master Plan	Part of Open Space and Trails Master Plan update	\$100,000
Terra Linda & Albert J. Boro Community Center	Replacement room divider partitions	\$70,000
Total		\$780,000

While economic cycles will affect revenue availability, the City anticipates about \$550,000 per year of Measure A funding may be available for parks and recreation in the coming years. With eight of the nine years of Measure A renewal remaining, this sums to about \$4.4 million (2022 dollars) through 2031, with potentially more revenue beyond if voters extend the measure again. Due to the relative stability of this funding source and its flexibility (can pay for ongoing maintenance, deficiency improvements, and park expansion), this is a critical part of the City’s funding approach.

The amount of this Measure A funding available and needed to support the near-term deficiency and park expansion improvements will depend, in part on other funding available, including General Fund revenues to support operations and maintenance costs as well as level of grants received. Finally, it is worth noting that because Measure A has a duration

of nine years in total, it is not possible to bond against these revenues - they must be used on an incremental basis as received.

Park Taxes/Fees

Impact fees are paid by developers towards City agencies and other infrastructure providers (e.g., sewer districts, County) to provide and maintain necessary services (e.g. police, sanitation, etc.). Impact fees to provide parks are common across many cities. In San Rafael, the following impact fees are charged on new development to support parks:

- Parkland Dedication In-Lieu Fee:** Residential subdivision projects must meet a parkland dedication requirement of 4 acres per 1,000 residents. If land applicants are unable to meet this standard, they may pay a parkland dedication in-lieu fee instead. The purpose of this fee is to acquire or make improvements to parkland in connection with the additional service population generated by new development. The amount to be paid is calculated by formula based on the expected resident population and fair market value of a park acre.
- Property Development Excise Tax:** This tax covers new development’s impacts on public facilities and services, which may include some park space but is generally intended for building maintenance in public facilities. The current tax levels vary with the development type: \$127.50 per bedroom (residential) or \$0.12 per square foot (commercial) or \$0.06 per square foot (industrial).
- Parks and Recreation Facilities Fee:** This fee collects payments from multi-family developments to pay for developing and maintaining local parks. The fund currently has a balance of \$130,000. This fee is also referred to as the Bedroom Tax fund.

- Parks Capital Project Fund:** This fund is specifically for the maintenance and repair of the City’s tennis courts, as it generates revenues from the sale of tennis court keys. However, the current balance is low (around \$15,000) and insufficient to initiate any court repairs. Historically, the tennis key system has not generated sufficient revenues beyond offsetting the cost of implementing the program and the CPRMP recommends exploring alternative tennis court access approaches.

At present, the City does not expect impact fees to be a significant income source for parks due to typical levels of development activity in the City. The Planning Division’s list of current projects show that, while several multi-family projects have been approved, only two projects are single-family residences, neither of them subdivisions. Furthermore, several of the funds have not been spent since 2018. While some of these fees currently maintain a fund balance, the City does not expect any transfers in and out of any of these funds for FY 2022-23, according to budget documents.

While not expected to be a significant source of funding, with the ongoing implementation and potential consolidations of these fee programs, the City expects that up to \$15,000 annually might be generated by all of these fees. Increases in fee levels are not expected due to City policy priorities to moderate costs on new residential development.

Grants

The City has had previous success with receiving grants for park improvement projects from a variety of federal, state, and local sources. These grants have funded renovations to aging park equipment or construction of new park infrastructure. As shown in Table 46, in 2022 the City received \$178,000 in grants for parks and the City is currently

going through the federal eligibility process for a \$4.2 million Land Water Conservation Fund grant which would fund renovations at Pickleweed Park.

Table 46. Park and Recreation Grants Received

Grant / Source	Year	Project	Amount
Current Funding or Projects			
California Proposition 68 Per Capita	2022	Sun Valley Park Playground Improvements	\$178,000
Land Water Conservation Fund	2022	Pickleweed Park field renovation	<i>pending</i>
Total			\$178,000

Grant funding is always competitive and is often tied to the specifics of the proposed improvements and the locations of the proposed parks. Improvements in many San Rafael parks will likely not be competitive for grant funding under current grant programs, though some parks, such as Pickleweed Park, have been and will hopefully bring in substantial funding for future improvements (including the current application for \$4.2 million from the federal Land Water Conservation Fund).

Public-Private Partnerships

The City has also had public-private partnerships for specific parks when the opportunities arose. For example, Beach Park is a waterfront park site in San Rafael that formerly benefitted from a public-private partnership between the City and Terrapin Crossroads, an adjacent restaurant and music venue. Terrapin Crossroads provided infrastructure improvements, management, and oversight of the park in exchange for use of the park for outdoor concerts and events. In 2021, Terrapin Crossroads closed permanently and the property is currently for sale. The City has expressed interest in seeking a new partner to manage Beach Park, given that there is interest from the public in seeing the park reopen. In addition to Beach Park, a few other parks in the City have specialized facilities or spaces,

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e.g., softball fields or bocce ball courts, that are the result of a partnership between the City and local sports leagues.

While the City has not currently identified future potential partnerships, they are open to such opportunities, including for Beach Park. Although public-private partnerships may help fund some improvements or operations, such opportunities tend to happen on an individual park basis.

Summary of Funding from Existing Sources and Master Plan Improvements

As described in the above, the City's current approach to funding Parks and Recreation capital improvements and operations and maintenance costs is as follows:

- **Operations and Maintenance:** The City's General Fund is the primary source of funding for parks maintenance and recreation building maintenance and is sometimes supplemented with Measure A funding.
- **Capital Improvements:** Measure A and competitive grant funding are the primary sources of available funding for fixing existing deficiencies at existing parks. For park expansions and additions, Measure A, competitive grant funding, and impact fees are the primary current sources of funding.

Existing funding sources (Measure A and park taxes/fees) are expected to generate about \$565,000 annually in funding, which includes \$550,000 in Measure A funding with flexible spending options and \$15,000 in taxes or fees.

Availability of the Measure A funds to help cover the capital improvements identified in the Master Plan and the identified future park master plans for individual parks will depend on the ability of the General Fund to fund any additional operations and maintenance cost and/or planning studies. For example, estimated funding for capital improvements from Measure A and impact fees over the next five years could vary as follows:

- **Scenario 1: No Measure A Funding required for Operations and Maintenance:** Under this scenario, the full \$565,000 annually would be available for investments in capital improvements (new park expansion and existing deficiencies) summing to about \$2.8 million over the next five years.
- **Scenario 2: \$275,000 Annually in Measure A Funding required for Operations and Maintenance:** Under this scenario, half of the Measure A funding is used to support additional operations and maintenance costs associated with existing and expanded parks as well as to support individual park master planning efforts. Under this illustrative scenario, \$290,000 of the additional annual funding would be available for investments in capital improvements (new park expansion and existing deficiencies) summing to about \$1.45 million over the next five years.

As indicated in the prior Table 43, the costs of a partial set of the capital improvement items identified as near-term in the CPRMP sum to about \$11.5 million in costs. This cost estimate will increase once additional improvements (e.g., ADA improvements) have been added. About 79% of these costs (about \$9 million) is hoped to be covered by the current Land and Water Conservation grant application and the City's matching General Fund set-aside, leaving a funding need of about \$2.5 million. Depending on the funding scenario (and level of Measure A funding required for

operations and maintenance), the funding gap for costed near-term improvements would be fully covered in Scenario 1, or about \$200,000 annually (over a 5-year period) in Scenario 2. It is critical to note that these estimates do not take into account the additional uncoded near-term capital improvements (such as ADA improvements), which will need to be addressed.

Potential Additional Funding Options

The City may also consider pursuing additional funding options beyond the sources previously discussed. As illustrated above, the City's current funding sources and potential grant funding could cover a portion of the envisioned investments. One approach is for the City to rely on these funding sources, pursue additional grants where available, and incrementally make improvements as funding accrues over time. Another possibility is for the City to pursue additional funding options to help cover park capital improvement investments and/or operations and maintenance costs.

For most potential additional funding sources, a measure must be placed on the ballot and more than two-third of voters must agree to the additional tax. This is a high proportion and would require substantial support from City voters. This section identifies potential options for raising additional dedicated funding for park and recreation resources in San Rafael and provides illustrative estimates of potential funding generation under different tax approaches and rates. In some cases, voter interest could be increased by combining multiple investment types into one measure; for example, the City could consider a tax measure to fund both libraries and parks.

Table 12 provides illustrative tax revenues calculations for four potential types of special taxes:

- Additional City Property Transfer Tax
- Additional Sales and Use Tax¹
- New Parcel Tax
- G.O. Bond supported by Property Tax

Annual tax revenue estimates are illustrative and based on an example tax increase for each source considered. For property transfer taxes, sales and use taxes, and parcel taxes, revenues can be used on an annual basis for capital or operations and maintenance costs. Bonding against these revenue streams (i.e. raising substantial upfront dollars for capital improvements and using revenue stream to re-pay) is also possible, though would require tax authorization for longer periods of time (20 to 40 years). For these cases, annual revenues are converted into a bonding capacity estimate (net bond proceeds) using a bond capacity to annual revenue multiplier. The actual multiplier will depend on a number of factors at the time of bond issuance, including interest rates and bond duration, among others.

For G.O. Bonds to be funded with an additional ad valorem property tax, the revenue stream must be used to support the G.O. Bond issuance and cannot be used on an annual basis.

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Table 47. Summary of Potential New Tax Considerations

Tax Type	Description	Additional Rate or Tax Level	Unit Basis	Annual Revenue	Bonding Capacity - 12.5x annual revenue
Property Transfer Tax	All property transfers	\$1.00	per \$1,000 property value	\$1,236,339	\$15,454,238
City Sales Tax	Total Taxable Transactions All Outlet	0.125%	percent of taxable sales	\$2,365,671	\$29,570,892
Parcel Tax	All residential parcels pay tax	\$120.00	per parcel	\$1,850,520	\$23,131,500
G.O. Bond / Ad valorem Property Tax	All residential assessed value	0.010%	percent of AV	\$1,670,000	\$20,875,000

Property Transfer Tax

A property transfer tax is a tax that is typically paid by the seller of a property when it sells, or transfers, to a new owner. General law cities impose a \$1.10 tax per \$1,000 of property valuation, with tax revenue divided equally between city and county. As a charter city, San Rafael can set its own tax rate. The City’s property transfer tax rate is currently \$2 per \$1,000 in property valuation and the City expects to receive about \$2.5 million in FY 2023.

As shown in Table 47, an additional \$1.00 per \$1,000 in property valuation would be expected to generate about \$1.2 million annually in additional revenue. This funding source could be used annually to support capital improvements or operations and maintenance costs. If adopted for a long-period of time (e.g. 30 years), the City could bond against this

revenue stream, potentially generating as much as \$15.5 million in one-time net bond proceeds (if all the new revenue were dedicated to the bond issuance).

Sales and Use Tax

A sales and use tax applies to taxable sales in a jurisdiction. The total sales and use tax in the City of San Rafael is 9.25%. This includes the standard 1% sales and use tax that goes to the City’s General Fund as well as the City’s Measure R sales and use tax. City voters approved Measure R which added 0.25 cent tax to fund community services beginning in 2021. It also includes the Marin County Measure A sales tax measure, which, as previously discussed, is a 0.25% Countywide sales tax where a portion of revenues are directly allocated to cities for park investments.

As shown in Table 47, based on San Rafael’s taxable sales in 2021 of \$1.9 billion (California Department of Tax and Fee Administration), an additional 0.125% sales and use tax would be expected to generate about \$2.4 million annually in additional revenue. This funding source could be used annually to support capital improvements or operations and maintenance costs. If adopted for a long period of time (e.g. 30 years), the City could bond against this revenue stream, potentially generating as much as \$29.6 million in one-time net bond proceeds (if all the new revenue were dedicated to the bond issuance). However, the City of San Rafael has currently reached the sales tax cap for Marin County, meaning that sales taxes cannot increase any further than 9.25%. Therefore, this funding mechanism would not be viable unless the policy changes to extend the cap.

Parcel Tax

Parcel taxes are a type of property tax that typically place a flat charge on each parcel of property. An example of this a tax is the City’s library

parcel tax, which assesses \$58 per parcel to fund operations and services at the San Rafael Public Library.

There are currently about 15,421 residential parcels in San Rafael, including single-family, multi-family, and manufactured housing vacant and improved parcels. As shown in Table 47, if a \$120 per year parcel tax was placed on these parcels, annual revenues of about \$1.85 million would be generated. This funding source could be used annually to support capital improvements or operations and maintenance costs. If adopted for a long period of time (e.g. 30 years), the City could bond against this revenue stream, potentially generating as much as \$23.1 million in one-time net bond proceeds (if all the new revenue were dedicated to the bond issuance).

G.O. Bond / Ad valorem Property Tax

The only type of additional ad valorem property tax that can be added beyond the base 1% property tax is a voter-approved incremental property tax to support the issuance of a General Obligation bond. An ad valorem tax is based on property value and expressed as a percentage of assessed value.

The total assessed value in San Rafael is approximately \$16.7 billion. As shown in Table 47, an additional ad valorem property tax of 0.01% on the existing City assessed value of \$16.7 billion would result in an annual revenue stream of \$1.7 million. This funding stream would be used to support the issuance of a General Obligation (G.O.) Bond, with potential net G.O. Bond proceeds of \$20.9 million.

Benefit Assessment Districts

Distinct from the four special tax options described in the prior sections, another potential funding option is the use of Benefit Assessment

Districts. The establishment of a Benefit Assessment District and associated payments of assessments to fund landscaping, lighting, parks, and other capital improvements and, in some cases operations and maintenance costs, became increasingly popular after the passage of Proposition 13 in 1978. Since the passage of Proposition 218 in 1996 and after a number of important court cases, the establishment and use of new Benefit Assessment Districts has become less common and narrower.

Benefit Assessment Districts and their associated assessments are not considered special taxes and hence require a majority vote of property owners rather than the two-thirds vote required by special taxes. Benefit Assessment Districts do, however, need to tie the imposition of their assessment to a specific benefit received by the property owner. As a result, it can be difficult to use Benefit Assessment Districts to fund facilities/services that benefit all City residents. Instead, Assessment Districts are more likely to pass the special benefit test when they provide special benefits to a select group of property owners. As a result, Benefit Assessment Districts are likely best used as a tool for funding improvements in a specific subarea, where residents receive a special benefit and hence can be asked to pay directly.

The process of forming an Assessment District typically requires initiation by a legislative body based on a petition from property owners and/or local officials. It also requires an Engineer's Report outlining the special benefit received and tying the charge to different property owners to the level of benefit received. A public hearing and vote of the property owners in the Benefit Assessment District is required where votes are weighted by the level of assessment that would be charged to the property owner.

(Footnotes)

- 1 While included in the illustrative calculations, it is important to note that the City's sales and use tax rate is currently at its cap and so cannot currently be increased.

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CITYWIDE PARKS AND RECREATION MASTER PLAN

CITY OF SAN RAFAEL

2023



SAN RAFAEL CITYWIDE PARKS AND RECREATION MASTER PLAN

STAKEHOLDER INTERVIEWS

Summary

A series of stakeholder interviews were conducted by City staff and the consultant team for the San Rafael *Citywide Parks and Recreation Master Plan*. The stakeholder groups include Arts, City Leadership, Homeowner and Neighborhood Associations, Older Adults and Special Populations, and Sports and Leisure. These interviews offered the opportunity for key stakeholder groups to provide focused input and perspectives on issues related to San Rafael's park and recreation system. A summary of these interviews follows.

Arts

The following arts groups/organizations were interviewed as stakeholders for the *Citywide Parks and Recreation Master Plan*:

- Canal Arts
- Cedars Fine Arts Studio
- DrawBridge
- Marin County Cultural Services
- Marin Society of Artists
- Youth in Arts

In describing their level of satisfaction with the City's existing park and recreation network, the arts stakeholders were somewhat satisfied. They acknowledged that park and recreation services provide programming opportunities for all economic levels, can create intergenerational interactions, and promote community connectiveness. Within the City of San Rafael, however, the interviewed stakeholders expressed a dissatisfaction with the City's arts programming – particularly a lack of arts programming and a lack of opportunities to create or participate in public art. Additionally, interviewed stakeholders stated that the City's park maintenance and cleanliness should be improved as well as accessibility within parks and recreation facilities.

A major opportunity identified by the arts stakeholders is a dedicated arts department or leadership role within the City's Library and Recreation Department. Those interviewed expressed that arts should have a more explicit place within City operations, allowing City-level decision making and thus providing an avenue of dedicated resources for artists, arts-related programs, and organizations. Were such a role or department to be created, interviewed arts stakeholders asserted that this could support art organizations find funding and resources and provide unified marketing within the City. Additionally, interviewed stakeholders supported the creation of a San Rafael Arts Commission that could also provide leadership dedicated to the provision of arts in the City. The stakeholders referenced Mill Valley's Arts Commission as a precedent model. Stakeholders also referenced the *General Plan 2040's* direction to create an Arts and Culture Master Plan for the City of San Rafael.

Additional opportunities identified by the arts stakeholders included 'drop in' arts programming not limited by time or scheduling and arts programming for inclusion and accessibility that supports all cognitive abilities.

City Leadership

The following staff from City leadership were interviewed as stakeholders for the *Citywide Parks and Recreation Master Plan*:

- Assistant City Attorney
- City Clerk
- City Manager
- Community Development Director
- Economic Development Director
- Library and Recreation Department Director and Assistant Director
- Police Chief
- Sanitation District Manager

In the provision of park and recreation services, interviewed City leadership commended the City's community and equity-driven focus and collaborative relationship between departments. Those interviewed noted the ability of the Public Works and Library and Recreation Departments to share resources. Interviewed City leadership also acknowledged that the City could improve in supporting San Rafael's park and recreation system. While the City has a supply of recreation amenities, they acknowledged that many are losing or have lost function, the system is aged, and improvements can be made to increase recreation use and keep the City's facilities relevant as compared to local recreation networks of neighboring cities. Additional limitations noted included a general lack of dedicated recreation funding resources and the built-out nature of San Rafael.

Interviewed City leadership identified opportunities for improvement in safety, maintenance, cleanliness, and physical appearance throughout San Rafael's recreation network. Making recreation amenities usable, or considering alternative uses for those that are no longer useable, was also identified. Additional opportunities included a better online presence for recreation services, improved maintenance planning, expanded contract programming, and support of community gathering. It was also noted that the Montecito/Dominican neighborhood lacks a recreation amenity and that the *Citywide Parks and Recreation Master Plan* should prioritize recommendations where there is identified need.

Homeowner and Neighborhood Associations

Through a variety of meetings, City staff and the consultant team met with various representatives from San Rafael's Homeowner and Neighborhood Associations to collect their feedback on the City's park and recreation network. Input was received from the following organizations:

- Dominican/Black Canyon Neighborhood Association
- Gerstle Park Neighborhood Association
- Loch Lomond Homeowners Association
- Mont Marin/San Rafael Park Neighborhood Association
- Peacock Gap Homeowners Association
- Sun Valley Neighborhood Association
- Terra Linda Homeowners Association
- West End Neighborhood Association

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Representatives from the Dominican/Black Canyon Neighborhood Association noted that no public parks currently exist within the Dominican/Black Canyon and that Dominican University does not have recreation facilities for public use. Suggestions were made to look for suitable spaces for a public park or considering a recreation partnership with Dominican University for this neighborhood.

Gerstle Park representatives noted a need for improved maintenance throughout City parks, and particularly at Albert Park where some conflict between users with and without dogs has occurred. At Gerstle Park, representatives requested that the park landscape be maintained in better alignment with the park's historic, botanically diverse, landscape that was planted by the Gerstle Family. Gerstle Park representatives also shared that improved partnership between the City and the Gerstle Park neighborhood could support maintenance and beautification efforts.

Loch Lomond Homeowners Association representatives shared appreciation for the trails and open space adjacent to their neighborhood.

The Mont Marin/San Rafael Park Neighborhood Association representative was appreciative of park and recreation services provided during the COVID19 pandemic. This representative also shared interest in enhanced access to open space and trail networks, additional recreation and programming along the Bay shoreline, outdoor workout equipment in parks, and activating small, underutilized public spaces for recreation.

Members of the Peacock Gap Homeowners Association acknowledged that Peacock Gap Park is well-used, but overall requires renovation of the tennis courts and play areas.

Members of the Sun Valley Neighborhood Association noted tension between parks users with dogs and park users without dogs at Sun Valley Park. They also encouraged a Sun Valley Park playground renovation with safe landing surfaces and a variety of structures for different youth age groups.

Representatives of the Terra Linda Homeowners Association spoke to a desire for improvements at Terra Linda Park and Community Center. Specifically, these representatives noted a lack of shade structures and green space within Terra Linda Park. Representatives of the Terra Linda Homeowners Association also expressed interest in the ongoing Northgate Redevelopment Project. As this project will provide additional housing in the Terra Linda neighborhood, representatives requested that the provision of park and community services would be proportional to a growing residential population in the Terra Linda neighborhood. Representatives also encouraged the pursuit of additional public park space and recreation amenities – as a part of the Northgate Redevelopment or elsewhere within Terra Linda. Additional amenities in parks such as horseshoe pits, bocce courts, and badminton courts were also mentioned.

West End Neighborhood Association representatives noted that while there is no public park within the built-out West End neighborhood there is access to trails. They encouraged that the City be involved in trail development. Representatives here also promoted the idea of creating small, informal parklets throughout the West End neighborhood as well as consideration for a West End community center.

A general recommendation, heard from a variety of neighborhood representatives, was enhanced connectivity between parks, open space, and trails throughout the City of San Rafael. This connectivity could include recreation programming that informed community members of the City's park and recreation network.



Older Adults and Special Populations

The following older adults and special populations groups/organizations were interviewed as stakeholders for the *Citywide Parks and Recreation Master Plan*:

- Age-Friendly San Rafael
- Aging Action Initiative
- Cedars
- Marin County Commission on Aging
- Marin Ventures
- San Rafael Goldenaires
- San Rafael Library and Recreation Department
- Vivalon

In describing their level of satisfaction with the City's existing park and recreation network, the older adult and special populations stakeholders were somewhat satisfied. They acknowledged that parks are places for families and community members to gather and that the City maintains a variety of parks throughout San Rafael. Visiting parks with family members, especially grandkids, was mentioned as a common incentive for this stakeholder group to use San Rafael's park and recreation network. This stakeholder group generally noted that the City's parks and recreation facilities could benefit from additional maintenance and renovation.

Regarding needs, this stakeholder group prioritized accessibility and community gathering. In accessibility, stakeholders sought safe, easily navigable walkways and accessible design within parks and recreation facilities. This stakeholder group noted that walking is an important recreation activity for seniors with the provision of safe, well-graded pathways being a priority. Stakeholders additionally recommended adding resting areas at regular intervals along public walkways and consideration of walkway signage, or marking, detailing the length of routes for pedestrians. Walkways with limited opportunities for conflict were also recommended – separating pedestrians from route users on bikes or scooters. Stakeholders also supported park and facility design that can maximize use for users at all ability levels. This design may include accessible pathways, accessible ramp entries, visual cues, and seating alternatives. Stakeholders noted that individually independent accessibility and companion accessibility must be considered in design – some park and recreation users may be capable of mobility on their own while others may rely on the support of a companion.

In community gathering, stakeholders shared the importance of social opportunities for seniors and special populations. Public community events support intergenerational programming, provide space for large and small groups to connect, present social opportunities for individuals who may live alone, and serve as an affordable method for community members to interact. Stakeholders encouraged the City to continue supporting community events and encouraged the City to consider providing such events in the context of meal programming. Meal programming may support social connection for seniors and special populations. Additionally, stakeholders noted that City programming must remain affordable for all.

Stakeholders in this session additionally stated that better partnership between the City's Library and Recreation Department and regional providers should be encouraged. This could result in shared use of the

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City's recreation facilities to provide cost-effective programming or partnership in the sponsoring of community events such as a senior night downtown or informational fairs for special populations. Finally, stakeholders in this session mentioned the importance of providing opportunities for fitness for seniors and special populations in the City's recreation network. Suggestions included supporting pickleball in San Rafael and providing age-friendly outdoor fitness stations along paths and walkways in City parks.

Sports and Leisure

The following sports and leisure organizations were interviewed as stakeholders for the *Citywide Parks and Recreation Master Plan*:

- AC Swim Club
- Marin Football Club
- Marin Tennis Club
- Marin YMCA
- Rafael Racquet Club
- The Canal Alliance

Representatives from the interviewed sports and leisure representatives expressed that the City's provision of parks and recreation services could be improved. Many noted that existing recreation facilities are limited in supply and difficult to reserve. The annual closure for turf rejuvenation at Pickleweed Park was noted as a particular barrier for recreation. Representatives here acknowledged that the City is working within staffing limitations but that better collaboration between the City and private recreation providers could help relieve any burden on City services.

Regarding needs, interviewed representatives requested additional sport fields, more recreation facilities, and better partnership with the City. It was shared that the current sport field supply is very limited within San Rafael. Of interest to those interviewed was the development of a multi-sport complex that could support athletic tournaments within the City. Organized sports users currently travel outside of the City for tournaments. In facilities, those interviewed felt that Terra Linda pool is not operating at full capacity and that the community could benefit from additional pool facilities in San Rafael. Interviewees also shared that renting or reserving space in the City's recreation centers is difficult. To alleviate these challenges, the interviewed representatives requested better collaboration between the City and private service providers. They shared that better collaboration could reduce the City's burden and potentially support mutually beneficial development for recreation. Additionally, interviewees shared that the City's recreational planning should prioritize access and equity across the San Rafael community.



COMMUNITY SURVEYING SUMMARY

COMMUNITY SURVEYING

To assess community needs and interests in San Rafael's recreation services, a statistically valid survey was conducted from March 7th through March 10th, and an online questionnaire was initiated for the *San Rafael Citywide Parks and Recreation Master Plan* on March 30th, 2022.

The Statistically Valid survey, conducted by Godbe Research, collected 575 responses from City residents and registered voters reflecting the City's demographic profile. The Statistically Valid Survey was conducted in English (559 respondents) and Spanish (16 respondents).

The Parks and Recreation Questionnaire, conducted by RHAA through Survey Monkey, collected 1,131 between March 30th and May 31st. The questionnaire was provided in English (1,046 respondents), Spanish (84 respondents), and Vietnamese (1 respondent). Paper copies of the questionnaire were also provided and manually transferred to Survey Monkey by City staff.

EMERGING THEMES

The following are emerging themes from the community surveying process of the *San Rafael Citywide Parks and Recreation Master Plan*.

- Overall, the community is satisfied with the City's existing supply of, and access to, parks and recreation facilities and programs, however many community members are unaware of the City's programmatic offerings.
- There is a strong desire to update and improve the City's existing park amenities, particularly in modernizing playgrounds and recreation amenities such as benches, picnic tables, etc. as well as repairing failing infrastructure.
- There is a strong desire for improved maintenance and cleanliness of the City's parks.
- The community is interested in pedestrian access throughout the City's recreation network – walking is a priority.
- The community is interested in supporting self-directed recreation activities.

EXECUTIVE SUMMARY

The San Rafael community is **generally satisfied with the City's parks and recreation facilities**.

- Godbe Research respondents reported slightly higher satisfaction – 73% Satisfied (Very Satisfied and Somewhat Satisfied)
- Questionnaire respondents reported slightly lower satisfaction – 56% Satisfied (Very Satisfied and Satisfied)

The San Rafael community is **generally satisfied with the City's recreation programs**, however there is a substantial portion of the community that is **unaware of the City's recreation program offerings**.

- Godbe respondents reported slightly higher satisfaction – 56% (Very satisfied and somewhat satisfied)
- Questionnaire respondents reported slightly lower satisfaction – 46% (Very satisfied and satisfied)
- Roughly 30% of respondents to both surveys were unfamiliar with the City's recreation programs

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Respondents generally reported that the City's **parks and recreation facilities are of good quality.**

- Godbe Research respondents reported slightly lower quality – 8% Excellent, 40% Good
- Questionnaire respondents reported higher quality – 5% Excellent, 61% Good

The most frequented parks include the following, in order of popularity:

- Gerstle Park
- Sun Valley Park
- Terra Linda Park
- Peacock Gap Park
- Albert Park

The most frequented recreation facilities include the following, in order of popularity:

- Terra Linda Community Center and Pool House
- San Rafael Community Center
- None
- Albert J. Boro Community Center
- Falkirk Cultural Center

Respondents are typically traveling to parks and recreation facilities by **driving, walking, or cycling**, with **driving** being the most common travel method.

According to surveyed respondents, the most important park improvements to achieve in San Rafael include **improved cleanliness and maintenance, addressing and/or replacing outdated recreation equipment, and making infrastructure improvements.** The least important park improvements include incorporating technology into City parks.

Surveyed respondents reported that the **most important recreation amenities** include the following, in order of popularity:

- Trails and pathways (walking, biking, hiking)
- Playgrounds
- Restrooms
- Swimming Pools
- Sport Courts (tennis, basketball, pickleball, volleyball, bocce ball)
- Picnic Areas

The least important recreation amenities reported are adult baseball/softball fields and synthetic sport fields.

Regarding sports or athletic activities, respondents reported a high priority of independent and self-lead activities. The most important activity reported is **walking, hiking, and jogging.** The second more important activities reported include **swimming, fitness** (yoga, weightlifting, cardio, dance etc.), and **cycling.** These activities were all reported to be high interest and high frequency of participation. The third most important activities reported are **water sports** (canoeing, kayaking, paddle boarding) and **soccer.** Interestingly, water sports were reported as high interest but lower in frequency of participation. The least important sports or athletic activities reported are lacrosse, futsal, and football.

Regarding recreation programs and services, surveyed respondents find **community events, youth sports, nature and environmental programming, self-directed activities** (i.e. outdoor fitness courses, active

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play areas, and pathways with distance markers) and **childcare services** to be the most important. Games, in person or online, are reported to be the least important recreation activity.

Survey respondents find value in improving existing facilities over adding new ones. Survey results show that the community is most interested in addressing the needs of existing amenities to support continued use.

Understanding the impact of COVID on parks and recreation usage in San Rafael is complicated. The Statistically Valid Survey queried whether respondents *will* use the City’s parks and recreation facilities more frequently, about the same, or less frequently once the COVID crisis ends with 54% reporting they would use them more frequently. The Parks and Recreation Questionnaire queried whether respondents are using the City’s parks and recreation facilities more frequently, about the same, or less frequently *currently* with 44% reporting they are using them about the same as before the COVID crisis.

SURVEY RESULTS

A comparison of survey results from the Statistically Valid Survey and the Parks and Recreation Questionnaire follows.

AGE

Statistically Valid Survey	Parks and Recreation Questionnaire
Age 65 and Older: 31%	Age 35-54: 47%
Age 50-64: 26%	Age 65 and Older: 23%
Age 18-29: 16%	Age 55-64: 16%
Age 30-39: 13%	Age 25-34: 7%
Age 40-49: 14%	Age 17 and Younger: 5%
	Age 18-24: 2%

GENDER

Statistically Valid Survey	Parks and Recreation Questionnaire
52% Female	67% Female
48% Male	32% Male
	1% Non-Binary or Self Describe

RESIDENCE OF RESPONDENT

Statistically Valid Survey - Council District	Parks and Recreation Questionnaire - Neighborhood
District 1: 11%	District 1: 10%
District 2: 31%	District 2: 33%
District 3: 28%	District 3: 25%
District 4: 30%	District 4: 24%
	Non-residents: 8%

SATISFACTION WITH CITY OF SAN RAFAEL’S PARKS AND RECREATION FACILITIES

Statistically Valid Survey	Parks and Recreation Questionnaire
Total Satisfied: 73%	Total Satisfied: 55%
Total Dissatisfied: 17%	Total Dissatisfied: 39%
DK/NA: 10%	Unfamiliar: 6%

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SATISFACTION WITH CITY OF SAN RAFAEL'S RECREATION PROGRAMS

Statistically Valid Survey	Parks and Recreation Questionnaire
Total Satisfied: 56%	Total Satisfied: 45%
Total Dissatisfied: 16%	Total Dissatisfied: 28%
DK/NA: 28%	Unfamiliar: 27%

QUALITY OF SAN RAFAEL PARKS AND RECREATION FACILITIES

Statistically Valid Survey	Parks and Recreation Questionnaire
Excellent: 8%	Excellent: 5%
Good: 40%	Good: 61%
Fair: 26%	Poor: 30%
Poor: 4%	Very Poor: 4%
Very Poor: 2%	
Haven't used parks and/or recreation facilities: 18%	
DK/NA: 2%	

PARKS AND RECREATION FACILITIES VISITED

Statistically Valid Survey

Which two San Rafael parks or recreation facilities have you and the members of your household used for these activities the most? – 1st choice

Park or Recreation Facility	Frequency of use of 1 st choice
DK/NA – 14%	Once a week or more – 34%
Peacock Gap Park – 10%	A few times a month - 36%
Albert Park - 8%	A few times a year – 26%
Gerstle Park - 8%	Not at all – 3%
Terra Linda Community Center/Pool - 7%	DK/NA – 1%
Albert J. Boro Community Center - 6%	
Sun Valley Park - 6%	

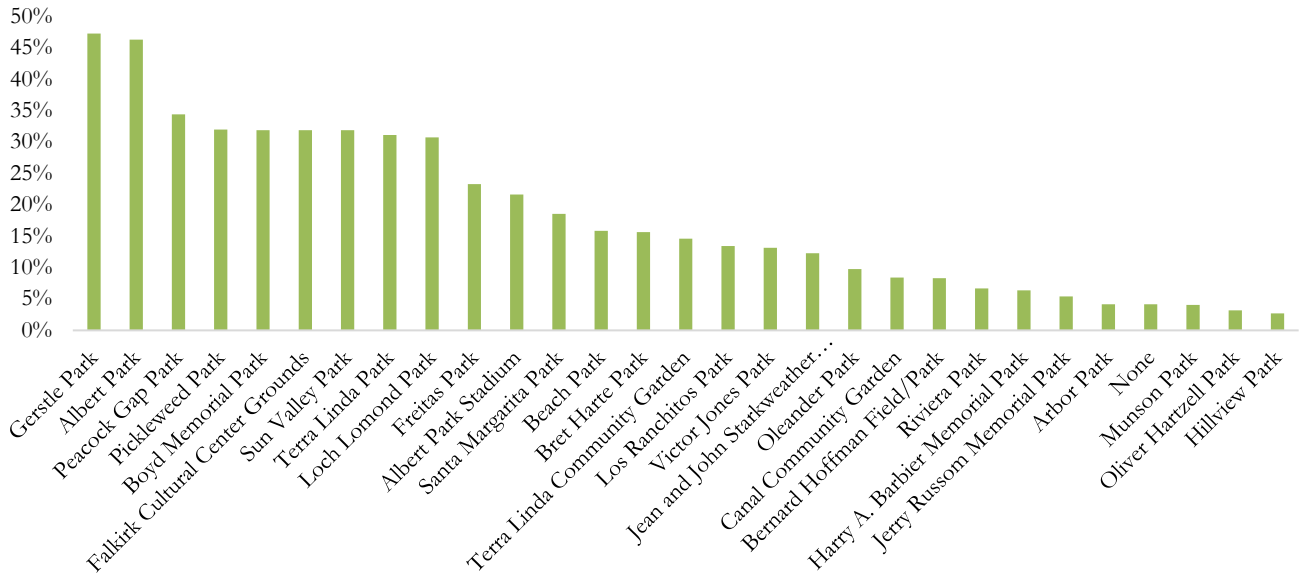
Which two San Rafael parks or recreation facilities have you and the members of your household used for these activities the most? – 2nd choice

Park or Recreation Facility	Frequency of use of 2 nd choice
DK/NA – 12%	Once a week or more – 36%
Pickleweed Park – 12%	A few times a month - 32%
Gerstle Park – 9%	A few times a year – 30%
Terra Linda Community Center/Pool House – 8%	Not at all – 1%
Peacock Gap Park – 6%	DK/NA – 0%
Albert Park – 5%	

Parks and Recreation Questionnaire

*(Q7) - Since 2019, which of the following City parks have you, or those in your household, **visited**? Select all that apply.*

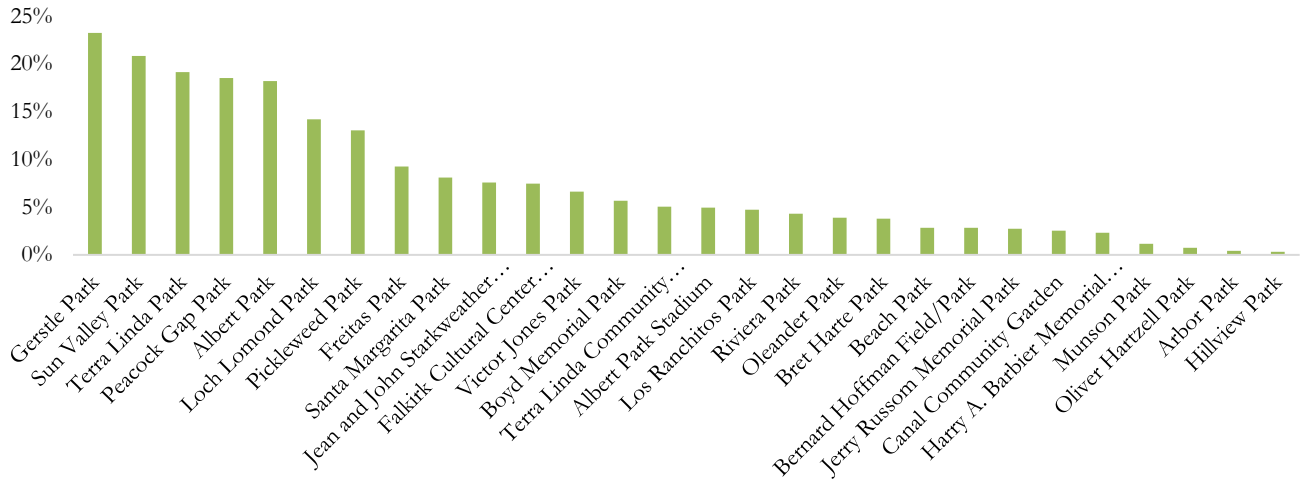
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Gerstle Park – 47%
 Albert Park – 46%
 Peacock Gap Park – 34%
 Pickleweed Park – 32%
 Boyd Memorial Park – 32%
 Falkirk Cultural Center Grounds – 32%
 Sun Valley Park – 32%

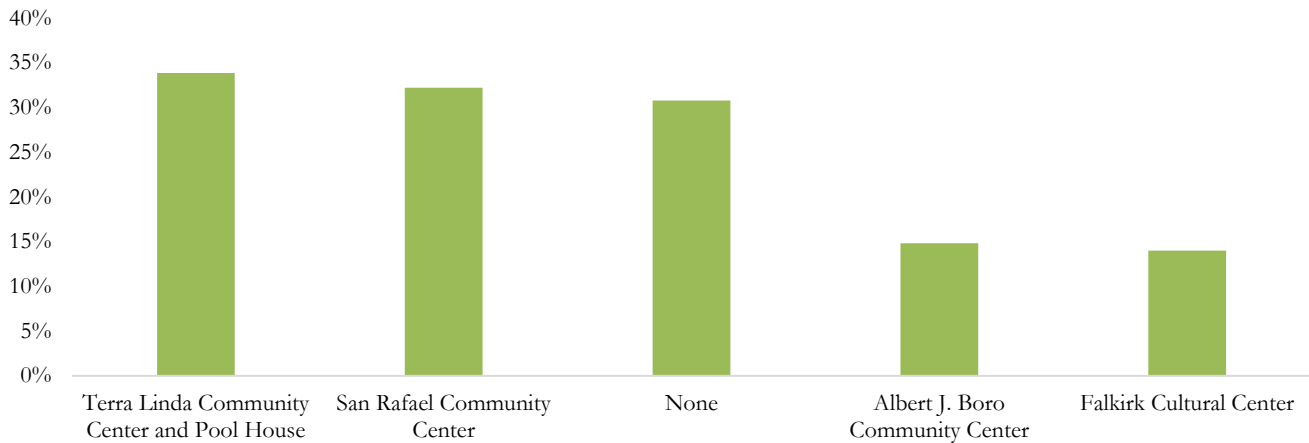
(Q8) - Since 2019, which of the following City parks have you, or those in your household, visited most frequently? Select up to 3.

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Gerstle Park – 23%
 Sun Valley Park – 21%
 Terra Linda Park – 19%
 Peacock Gap Park – 19%
 Albert Park – 18%

(Q9) - Since 2019, which of the following City recreation facilities have you, or those in your household, visited most frequently. Select up to 2.



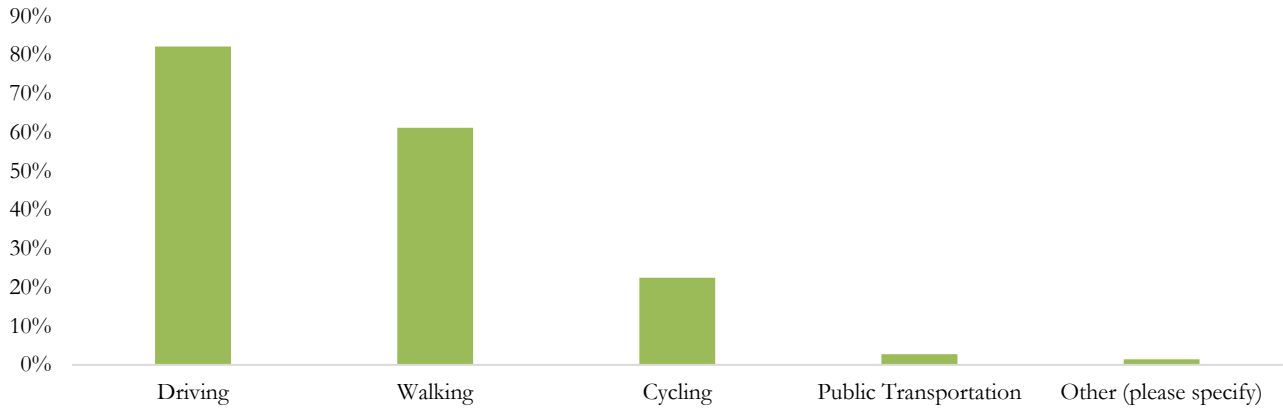
Terra Linda Community Center and Pool House – 34%
 San Rafael Community Center – 32%
 None – 31%
 Albert J. Boro Community Center – 15%
 Falkirk Cultural Center – 14%

TRAVEL METHOD(S) TO PARKS AND RECREATION FACILITIES VISITED

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Parks and Recreation Questionnaire

(Q10) - How are you traveling to the City's parks and/or recreation facilities? Select all that apply.



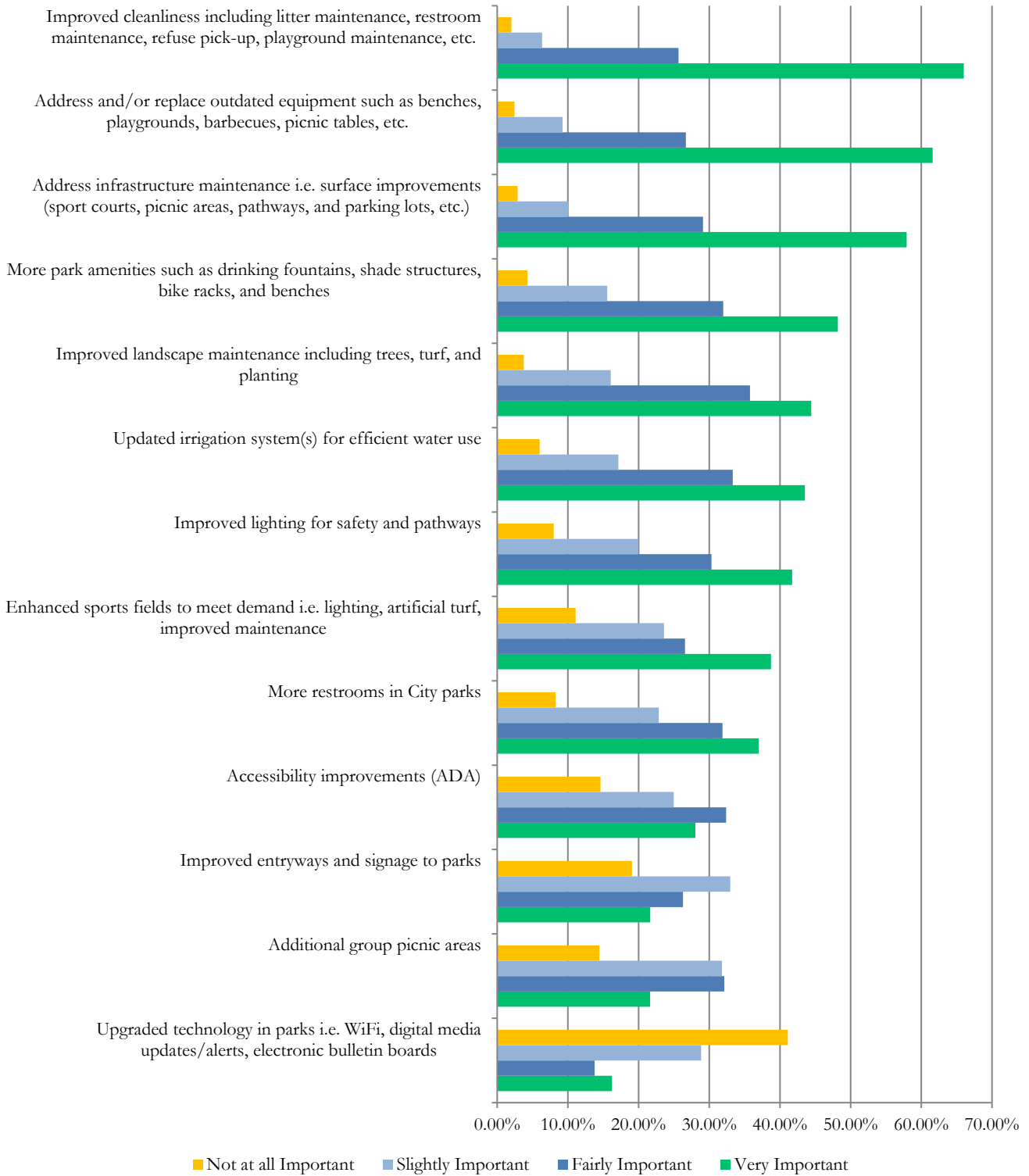
Driving – 83%
Walking – 61%
Cycling – 23%
Public Transportation – 3%
Other – 2%

IMPORTANCE OF PARK IMPROVEMENTS

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Parks and Recreation Questionnaire

(Q11) - How important are the following park improvements in the City?

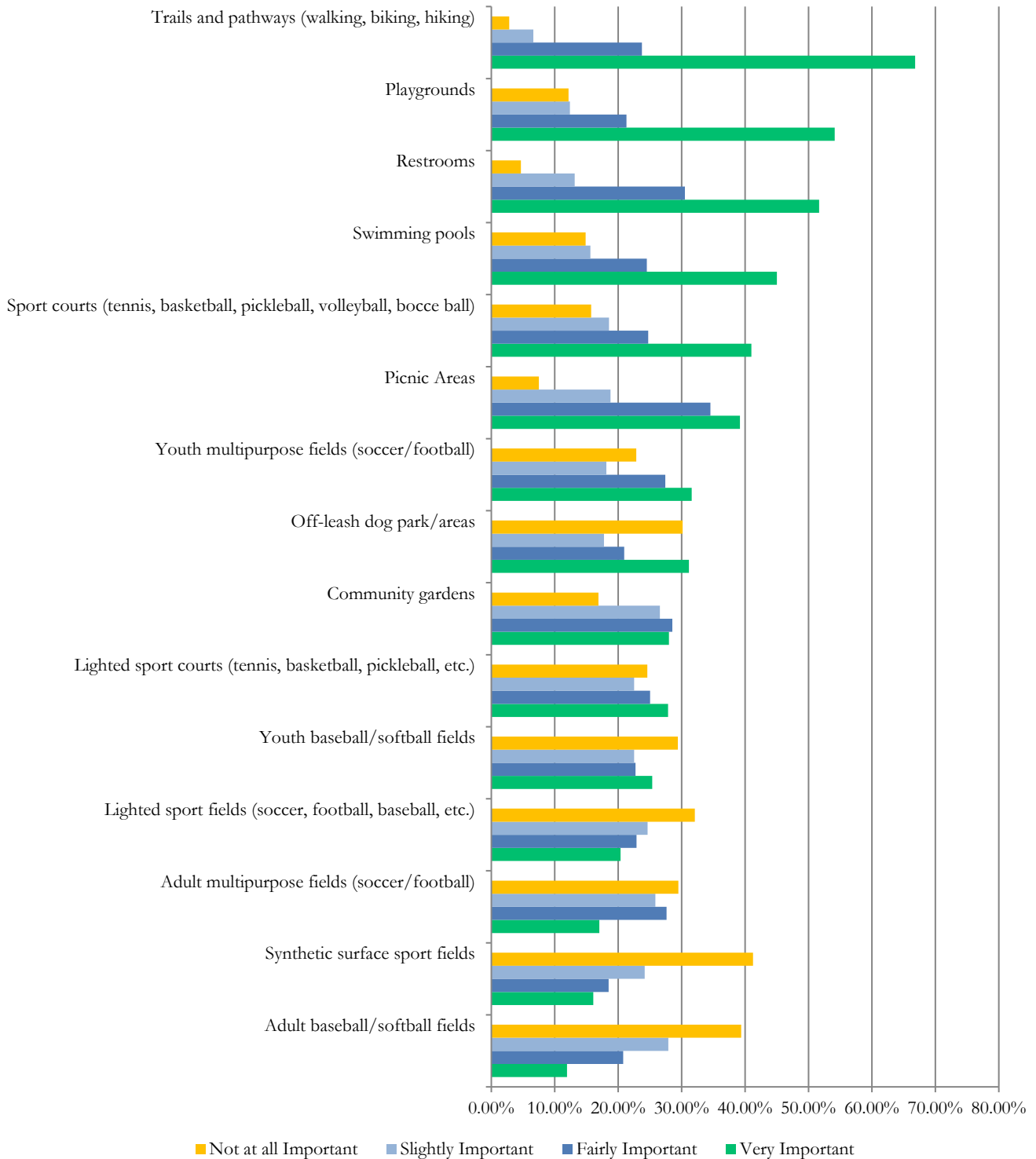


IMPORTANCE OF RECREATION AMENITIES

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Parks and Recreation Questionnaire

(Q12) - How important are the following recreation amenities to you, or your household?



IMPORTANCE OF, AND FREQUENCY IN, SPORT OR ATHLETIC ACTIVITIES

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Statistically Valid Survey

IMPORTANCE OF SPORTS OR ATHLETIC ACTIVITIES – BY INTENSITY

	Adults 18+		
	Column N %	Count	Mean
5J. Walking, hiking, jogging			3.28
5K. Fitness (yoga, weightlifting, cardio, dance, etc.)			2.61
5I. Swimming			2.58
5O. Cycling			2.25
5L. Canoeing, kayaking, paddle boarding			1.96
5F. Soccer			1.92
5B. Basketball			1.89
5A. Tennis			1.78
5N. Mountain or BMX biking			1.75
5D. Baseball			1.73
5C. Softball			1.59
5H. Fishing			1.58
5T. Martial Arts			1.53
5V. Gymnastics			1.52
5E. Volleyball			1.43
5U. Golf			1.42
5S. Bocce			1.42
5Q. Skateboarding			1.37
5G. Football/flag football			1.36
5P. Pickleball			1.32
5M. Lacrosse			1.07
5R. Futsal			1.04

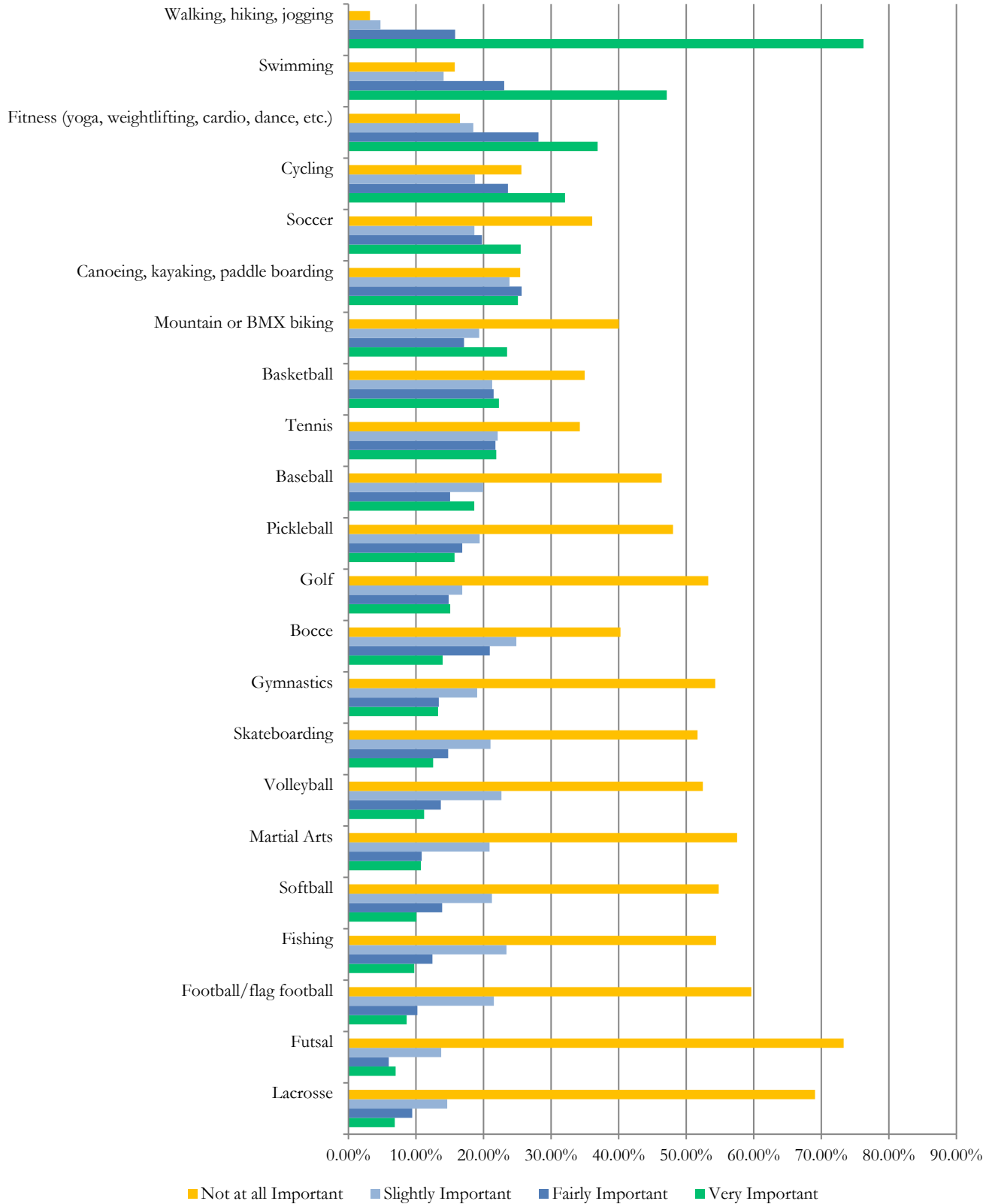
FREQUENCY OF PARTICIPATION IN SPORTS / ATHLETIC BY INTENSITY

	Adults 18+		
	Column N %	Count	Mean
7J. Walking, hiking, jogging			2.78
7K. Fitness (yoga, weightlifting, cardio, dance, etc.)			2.48
7O. Cycling			2.06
7I. Swimming			1.87
7F. Soccer			1.78
7N. Mountain or BMX biking			1.76
7U. Golf			1.53
7B. Basketball			1.53
7T. Martial Arts			1.40
7E. Volleyball			1.37
7R. Futsal			1.34
7A. Tennis			1.32
7L. Canoeing, kayaking, paddle boarding			1.31
7V. Gymnastics			1.29
7P. Pickleball			1.27
7Q. Skateboarding			1.27
7D. Baseball			1.26
7G. Football/flag football			1.20
7H. Fishing			1.15
7C. Softball			1.02
7S. Bocce			0.99
7M. Lacrosse			0.88

Parks and Recreation Questionnaire

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(Q13) - How important are the following sport or athletic activities to you, or your household?



IMPORTANCE OF RECREATION PROGRAMS AND SERVICES

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Statistically Valid Survey

IMPORTANCE OF LEISURE OR CULTURAL ACTIVITIES – BY INTENSITY

	Adults 18+		
	Column N %	Count	Mean
6F. Going to a local park/enjoying nature			3.35
6J. Reading			2.98
6D. Attending cultural activities, such as museums, theater programs, musical performances, or art exhibits			2.97
6L. Picnics			2.69
6O. Self-help/wellness			2.64
6P. Volunteering/community service			2.61
6N. Walking or exercising a dog at a dog park area			2.47
6E. Gardening			2.45
6B. Attending community events			2.44
6G. Home projects/DIY			2.43
6C. Cooking/baking			2.43
6A. Arts and Crafts			2.37
6M. Camping			2.21
6K. Playing an instrument/singing			2.16
6H. Games (in-person/social), such as cards or bingo			1.76
6I. Online gaming			0.81

FREQUENCY OF PARTICIPATION, LEISURE / CULTURAL BY INTENSITY

	Adults 18+		
	Column N %	Count	Mean
8J. Reading			2.79
8F. Going to a local park/enjoying nature			2.51
8C. Cooking/baking			2.44
8E. Gardening			2.35
8N. Walking or exercising a dog at a dog park area			2.30
8O. Self-help/wellness			2.01
8I. Online gaming			2.01
8G. Home projects/DIY			1.97
8K. Playing an instrument/singing			1.86
8A. Arts and Crafts			1.78
8L. Picnics			1.58
8P. Volunteering/community service			1.55
8D. Attending cultural activities, such as museums, theater programs, musical performances, or art exhibits			1.53
8B. Attending community events			1.50
8H. Games (in-person/social), such as cards or bingo			1.43
8M. Camping			0.99

Parks and Recreation Questionnaire



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(Q14) - How important is it for you, or members of your household, to be able to participate in the following recreation programs or services?



IMPACT OF COVID ON USE OF PARKS, RECREATION FACILITIES AND PROGRAMS

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Statistically Valid Survey

*When the COVID crisis ends **will you use** San Rafael parks and recreation facilities more frequently, about the same, or less frequently?*

- More Frequently: 54%
- About the Same: 38%
- Less Frequently: 5%
- DK/NA: 4%

Parks and Recreation Questionnaire

*(Q15) **Are you using** San Rafael parks, recreation programs, and recreation facilities more frequently, about the same, or less frequently than before the COVID crisis?*

- More Frequently: 33%
- About the Same: 44%
- Less Frequently: 23%

RENOVATE EXISTING VS. ADDING NEW

Statistically Valid Survey	Parks and Recreation Questionnaire
Renovate existing parks to keep current: 60% Add new facilities: 13% Mixed opinions: 22% DK/NA: 5%	Renovate existing parks to keep current: 75% Add new facilities: 25%

Both the Statistically Valid Survey and the Parks and Recreation Questionnaire provided opportunities for respondents to give open-ended answers. The following are recreation programming and facility requests from those responses, to be noted:

- Infrastructure repairs
- Educational classes
- Concerts/music events
- Additional walking and jogging paths
- Community events
- Activities for children and/or enhanced playgrounds
- Aquatic/pool programming
- Art programs/art in parks
- Pickleball
- Community gardens
- Skate Park
- Improvements to and more programming at Terra Linda Park and Community Center
- Spaces for dogs

APPENDIX C

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COMMUNITY WORKSHOP #1 - ALBERT J. BORO COMMUNITY CENTER

Group Discussion Summary

Community Workshop #1, at the Albert J. Boro Community Center, was held on May 11th, 2022 and hosted approximately 50-60 community members. In collaboration with Voces del Canal and the Canal Alliance, the City and RHAA worked to design a community meeting specifically for the Canal Community – this meeting was held in Spanish and rather than a formal presentation format, the meeting was oriented around activity stations where participants provided feedback on the City’s parks and recreation network. The stations included:

- Welcome Station
 - Staff provided optional name tags, a sign in sheet, and provided explanation of the event setup
- Station 1 – Parks and Recreation Questionnaire
 - Staff provided an explanation of the Master Plan purpose
 - Staff provided paper and virtual copies of the Parks and Recreation Questionnaire for attendees to complete
- Station 2 – What parks and recreation facilities are you visiting and why?
 - Event attendees were prompted to share which City parks they use and why
 - 3 interactive boards were provided
 - Map of the City’s parks and recreation facilities – to orient attendees
 - List of the City’s parks and recreation facilities – for attendees to mark which City parks they have visited
 - List of recreation amenities at the City’s parks and recreation facilities – for attendees to mark which amenities they use, or like, in City parks
- Station 3 – Pickleweed Park Improvements
 - Staff provided a poster of the proposed 2020 Pickleweed Park Enhancement Project – for attendees to comment on
- Station 4 – General Questions related to City parks and recreation
 - Responses to the following questions were recorded by staff:
 - What do you like about the City of San Rafael’s park and recreation facilities?
 - What improvement suggestions do you have for the City’s parks and recreation facilities?
 - What recreation features, facilities, or programs would you like to see added to San Rafael?
- Children’s Station – What do you like to do in parks?
 - Staff provided art materials for children to draw what they liked in parks in an art project

A summary of this community meeting follows.



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Station 2: What Parks and Recreation Facilities Are You Visiting and Why?

Meeting attendees were shown a map of San Rafael’s parks and recreation facilities and invited to mark which ones they’ve visited, Figure 1.

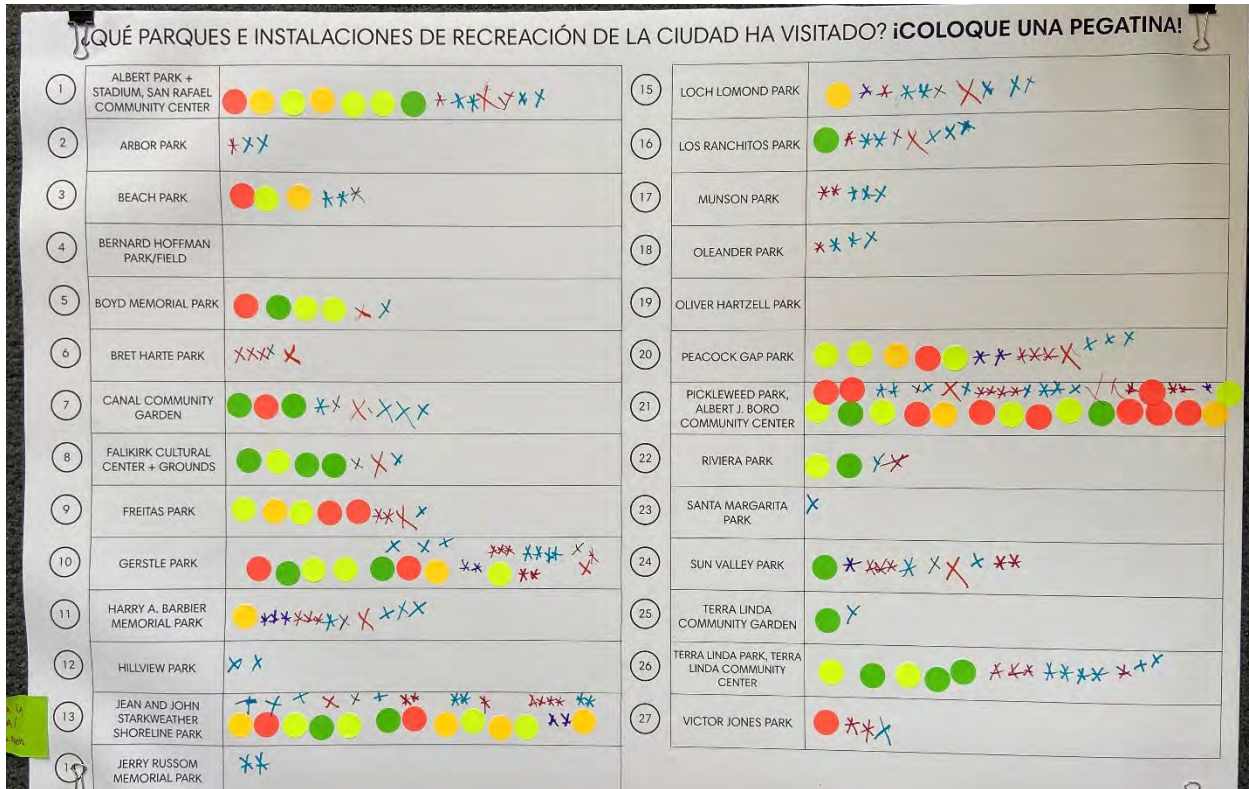


Figure 1 - Parks Visited

Park and/or Recreation Facility	Mark (QTY)	Park and/or Recreation Facility	Mark (QTY)
Pickleweed Park, Albert J. Boro Community Center	38	Boyd Memorial Park	6
Jean And John Starkweather Shoreline Park	31	Bret Harte Park	5
Gerstle Park	25	Munson Park	5
Terra Linda Park, Terra Linda Community Center	15	Oleander Park	4
Albert Park + Stadium, San Rafael Community Center	14	Riviera Park	4
Peacock Gap Park	14	Victor Jones Park	4
Harry A. Barbier Memorial Park	13	Arbor Park	3
Sun Valley Park	11	Hillview Park	2
Loch Lomond Park	10	Jerry Russom Memorial Park	2
Canal Community Garden	9	Terra Linda Community Garden	2
Freitas Park	9	Santa Margarita Park	1
Los Ranchitos Park	9	Bernard Hoffman Park/Field	0
Falkirk Cultural Center + Grounds	7	Oliver Hartzell Park	0
Beach Park	6		

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Following this, meeting attendees were invited to select their top 5 recreation amenities used in the City’s parks and recreation facilities, Figure 2.

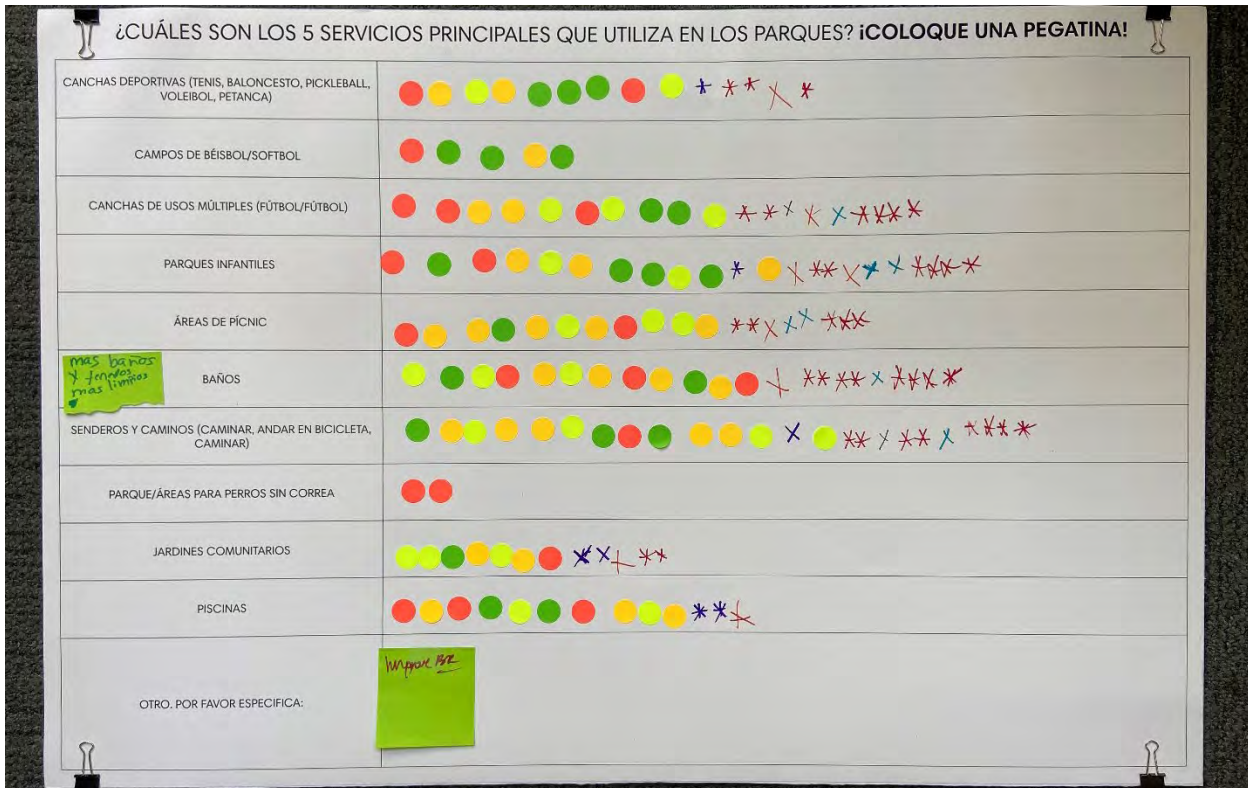


Figure 2- Top 5 Recreation Amenities

Recreation Amenity	Mark QTY)
Trails and Paths(walking, biking, walking)	24
Children's Play Areas	22
Bathrooms	22
Multipurpose fields (football/soccer)	19
Picnic Areas	19
Sports courts (tennis, basketball, pickleball, volleyball)	14
Swimming Pools	13
Community Gardens	12
Baseball/Softball Fields	5
Off-leash dog park/areas	2
Other: Improve and clean restrooms	

Attendees at this meeting shared that the top parks and recreation facilities visited in San Rafael are **Pickleweed Park and Albert J. Boro Community Center, Jean and John Starkweather Shoreline Park, and Gerstle Park**, respectively. Following those, **Terra Linda Park and Community Center, Albert Park and San Rafael Community Center, Peacock Gap Park, and Harry A. Barbier Memorial Park** were also noted, respectively.



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At these parks and recreation facilities, meeting attendees noted that the top five recreation amenities included the following:

- Trails and paths
- Children's play areas
- Bathrooms
- Multipurpose fields
- Picnic areas

Station 3: Pickleweed Park Improvements

Staff provided a poster of the 2020 Pickleweed Park Enhancement Project – for attendees to comment on.

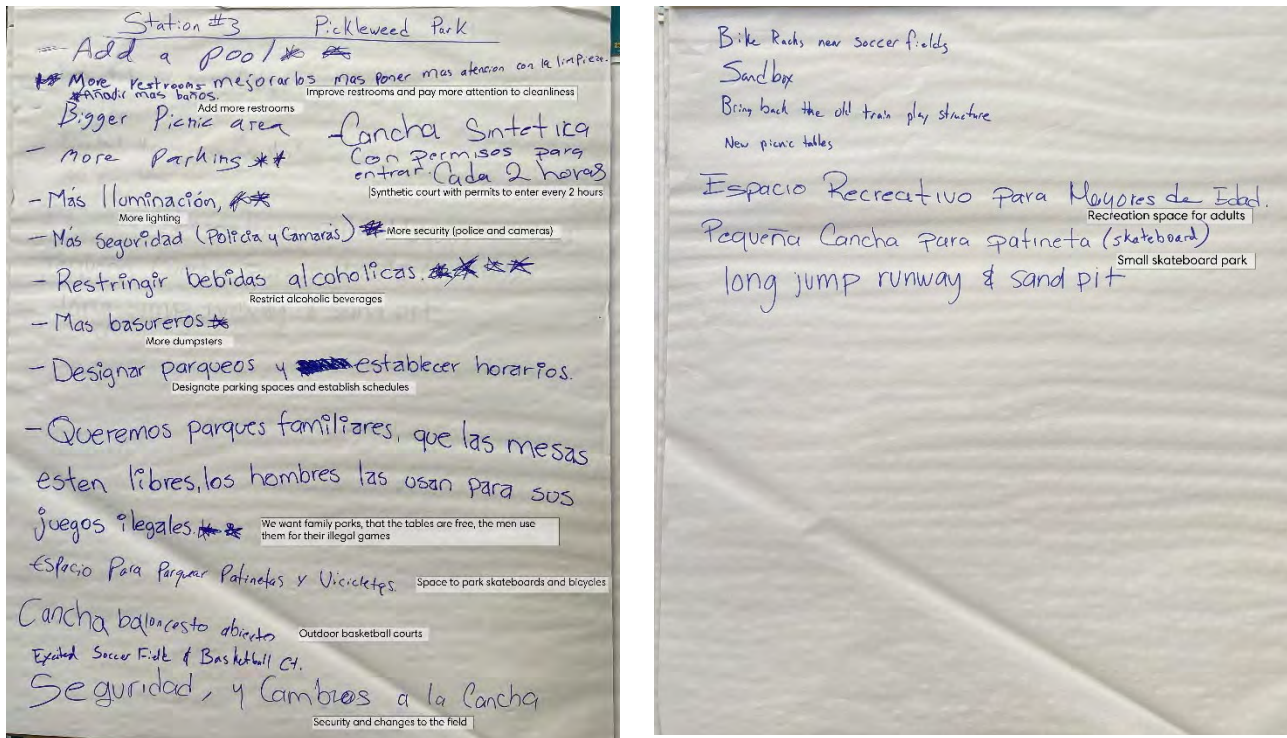


Figure 3- Pickleweed Improvements Comments

An important theme arising from comments to Pickleweed Park improvements related to separation of unwanted activities, especially between adults and children. Comments related to this include recommendations to restrict alcohol and prevent illegal activities (gambling) at Pickleweed Park.

Related to safety, several comments centered around security and an interest in having additional lighting, police surveillance, and security cameras at Pickleweed Park. Concerns for maintenance and cleanliness of the Park were also made clear, particularly in relation to restrooms and picnic areas.

In terms of new facilities, meeting attendees were interested in seeing the following at Pickleweed Park. Items are not listed by order of frequency mentioned:

- Community pool
- Areas for skateboarding and bikes, including bike and skateboard parking
- Outdoor basketball court

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- Synthetic sport fields
- Better parking

Station 4: General Questions Related to City Parks and Recreation

At station 4 meeting attendees were invited to answer 3 questions about the San Rafael's parks and recreation system.

What do you like about the park and recreational facilities in the city of San Rafael?

A major amenity that community members liked at this meeting is the City's playgrounds and play areas for children. Following this, meeting attendees shared appreciation for the City's soccer fields (at Pickleweed Park) and picnic areas. Additional items liked by attendees include park trees, the City's variety of parks and facilities, and access to open space. See Figure 5 and Figure 6.

What suggestions for improvement do you have for the city's parks and recreational facilities?

At this meeting, attendees shared improvement suggestion in the categories of cleanliness, safety, enhanced recreation, and recreation amenities. See Figure 6 and Figure 7.

Regarding cleanliness, meeting attendees shared that general cleanliness can be improved in City parks, especially in restrooms. Attendees also shared that the City should consider additional trash cans and prohibiting smoking in parks to support cleanliness.

Similar to themes heard at Station 3 of this meeting, attendees requested improvements related to separation of unwanted activities, especially between adults and children. Community members supported improved safety through the provision of additional security, lighting, and safe play areas for kids.

To improve recreation and recreation amenities, community members here requested synthetic turf fields, soccer fields open year-round, bike amenities, outdoor exercise machines, and improved picnic areas with shade and updated furniture.

What features, facilities, or recreation programs would you like to be added to San Rafael?

A strong interest shared by meeting attendees here was having more recreation activities, particularly for teens. Program interests for this age group include arts and environmental protection. In line with this interest, many attendees also shared a desire for a new bike or skateboard park for youth and teens. Community members shared that in adding recreation activities enrollment fees should be affordable. See Figure 8 and Figure 9.

Like previous interests shared in this community meeting, additional requests stated by attendees included:

- Outdoor basketball courts
- Improved picnic areas – with shade and updated structures



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- Improved safety through lighting
- Separate spaces for adults and children to recreate
- Community gym
- Community pool
- More water fountains
- Improved parking
- Soccer field access year-round
- Bike amenities – bike paths and bike parking

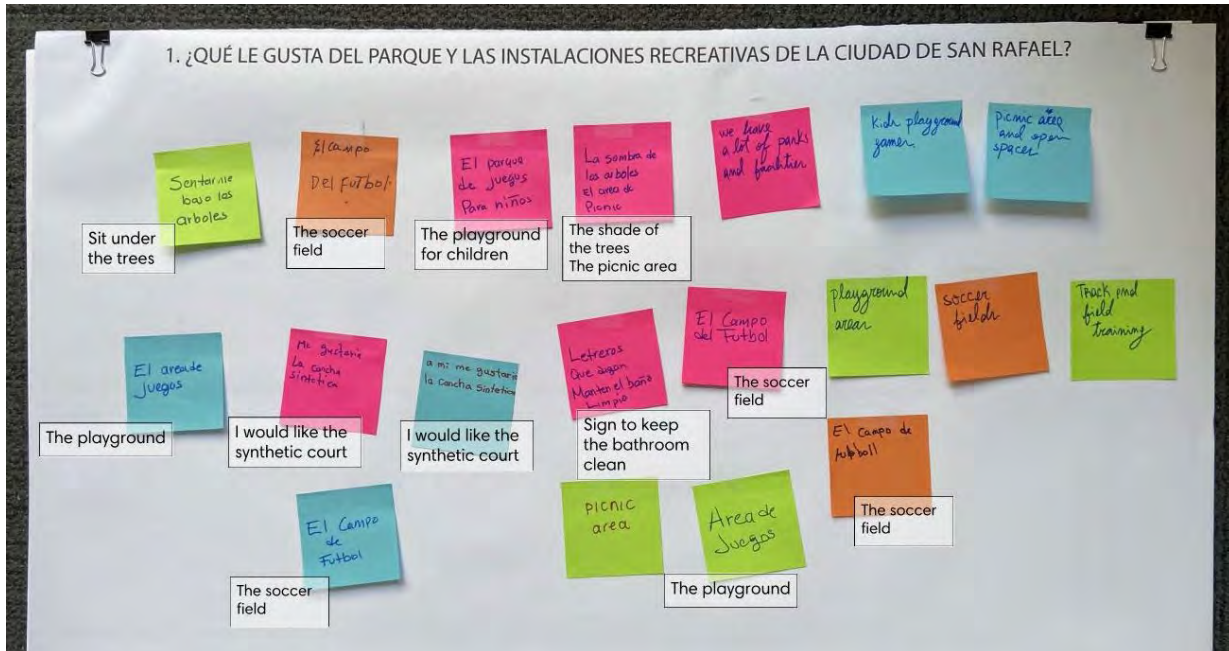


Figure 4 - Station 4, Question 1 Post-It Board

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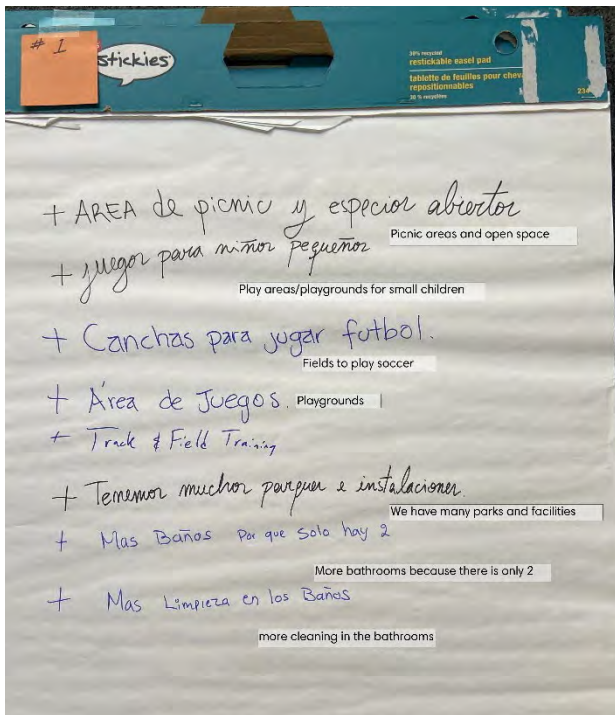


Figure 5 - Station 4, Question 1 Comments

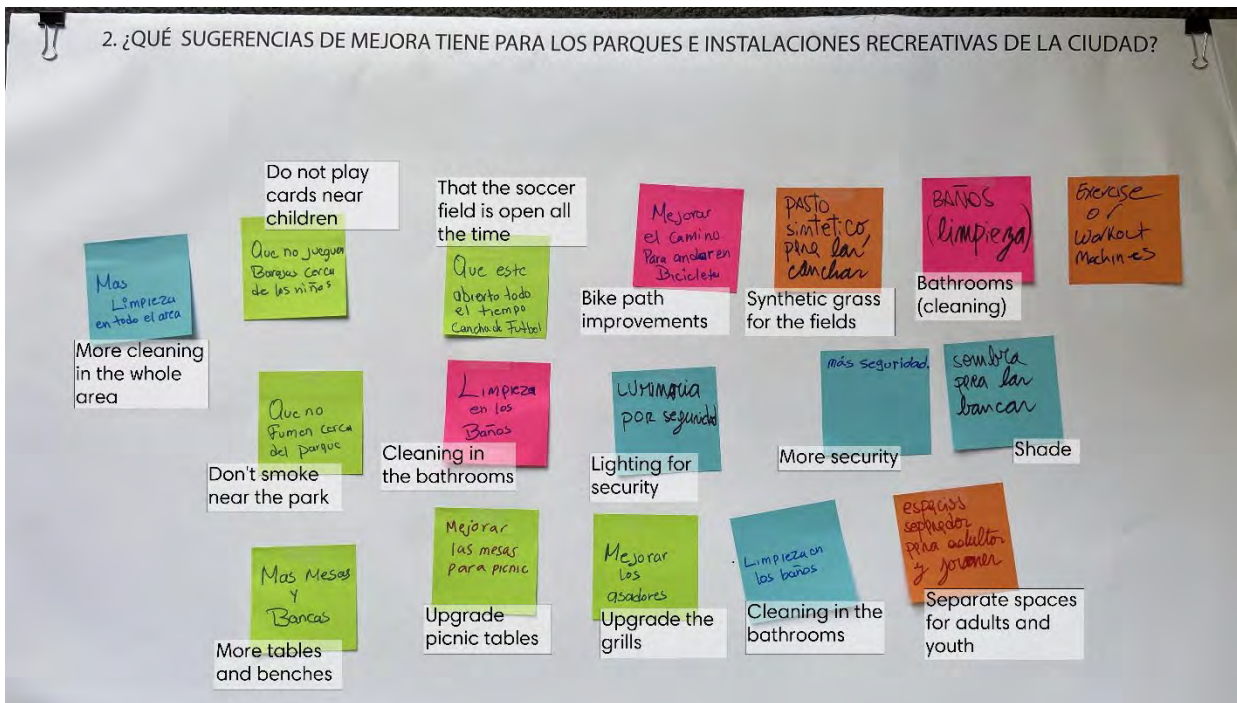


Figure 6 - Station 4, Question 2 Post-It Board

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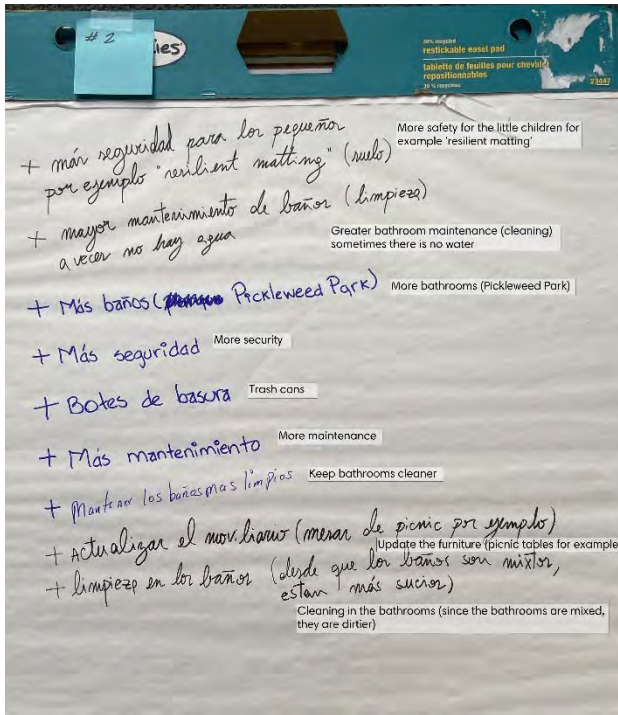


Figure 7 - Station 4, Question 2 Comments

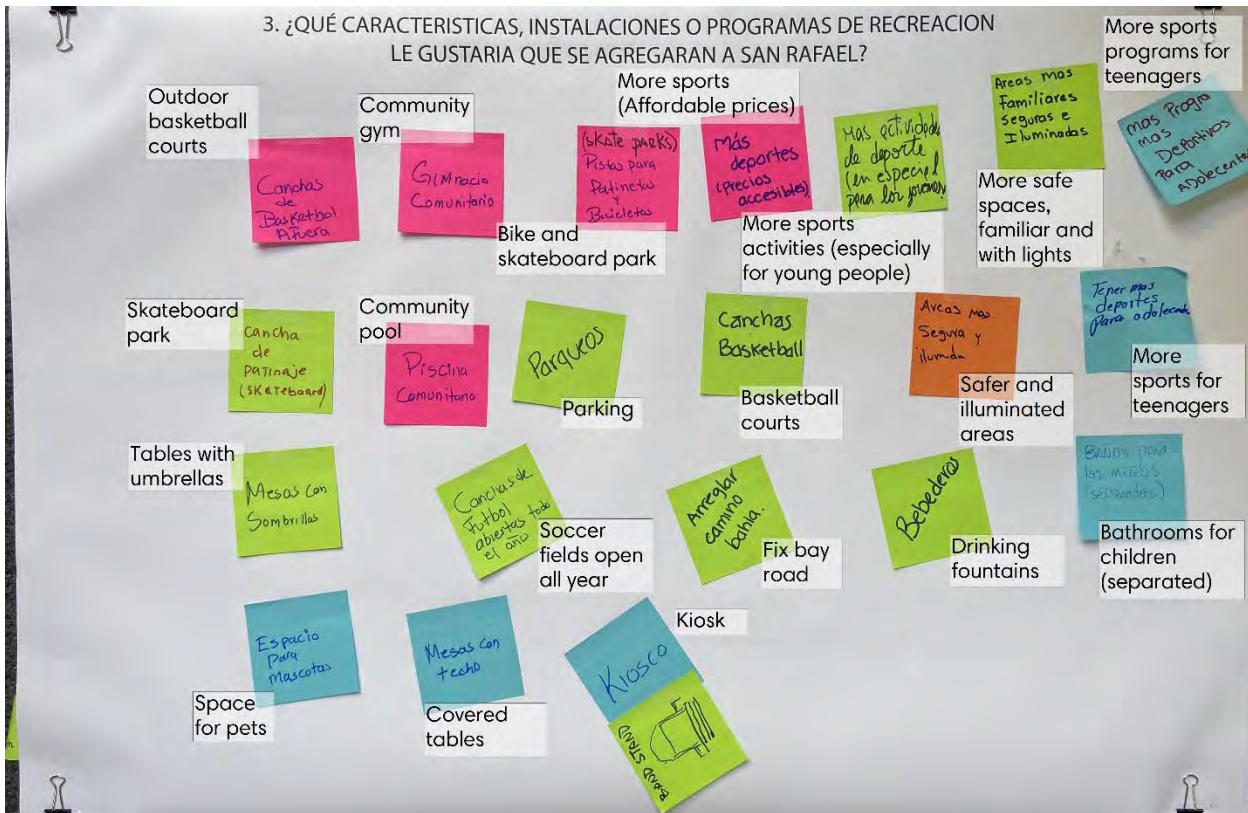


Figure 8 - Station 4, Question 3 Post-It Board



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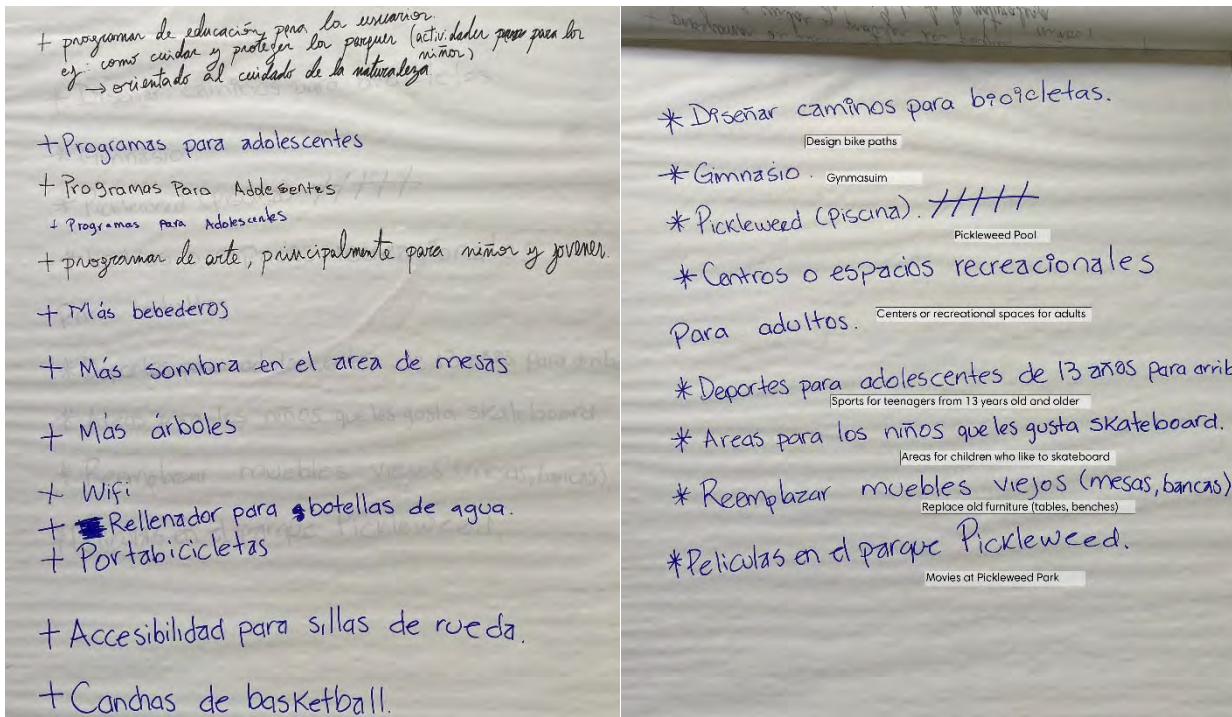


Figure 9 - Station 4, Question 3 Comments

Children's Station: What do you like to do in parks?

At the children's station, kids were invited to create art projects showing what they like to do in parks. The art projects are shown below in Figures 10, 11, 12, and 13.



Figure 10 - Children's Station 1

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Figure 11 - Children's Station 2



Figure 12 - Children's Station 3



Figure 13 - Children's Station 4

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COMMUNITY WORKSHOP #1 - SAN RAFAEL COMMUNITY CENTER Group Discussion Summary

Community Workshop #1, at the San Rafael Community Center, was held on March 30th, 2022 and hosted about 35 community members. This workshop introduced the community to the Master Plan process and gathered initial input regarding the needs and desires for the City's existing recreation network. Workshop attendees worked in groups to answer several questions. A summary of their responses follows.

I. What do you like about the City of San Rafael's parks and recreation facilities?

Community members at this meeting expressed that they appreciated the overall quantity and location of the City's parks and recreation facilities as well the variety of amenities provided in parks, including play areas, reservable picnic spaces, tennis courts, restrooms, and well-established trees. Gerstle Park, Peacock Gap Park, Sun Valley Park, Terra Linda Park and Community Center, Albert J. Boro Community Center, Pickleweed Park, Boyd Park, and the Jean and John Starkweather Shoreline Park were specifically mentioned as favorable parks to visit. Noted favorable qualities at Gerstle Park include its central location, basketball courts, and dragon sculpture. Favorable qualities noted at Peacock Gap Park include its playground and the variety of users it attracts. Favorable features noted at Sun Valley Park include its restroom and covered picnic area. Community members also expressed a general sense of safety in the City's parks and an appreciation of trail access from parks.

Regarding programs, community members expressed an appreciation for the variety of programs offered in the City. Movies in the Park, Porchfest, volunteer opportunities with UC Marin Master Gardeners at Falkirk Cultural Center, and programming at Terra Linda Community Center were specifically mentioned.

II. What improvement suggestions do you have for the City's parks and recreation facilities?

Community members at this meeting expressed that the following could be improved throughout the City's parks and recreation facilities:

- Irrigation
- Park lighting
- Maintenance
- Planting – consider native and drought-tolerant species
- Paving
- Tennis courts – surfacing
- Picnic areas

Specific suggestions were also made for certain parks, including Gerstle Park, Terra Linda Park, Peacock Gap Park, and Bret Harte Park. At Gerstle Park, attendees requested better lighting, improved play areas (balance beam), updating the tennis courts, replacing failing picnic tables, and improving walkways and paths. At Terra Linda Park, attendees requested improved tennis and basketball courts. At Peacock Gap Park, attendees requested improved tennis courts as well. At Bret Harte Park, attendees requested repaving of the park's asphalt black top.



III. What recreation features, facilities, or programs would you like to see added for San Rafael's park and recreation facilities?

At this community meeting a key topic that arose was a lack of amenities and programs for youth – aged middle through high school. Suggestions to improve this included adding a skate park to the City's recreation facilities, providing programming next to Davidson Middle School and at the San Rafael Community Center, and considering unique recreation facilities such as a bouldering wall.

Another key topic brought up by attendees at this meeting was a need for more community programming. Specially, attendees were interested in seeing the City host more special events such as concerts, dances, volunteer programs, and other gatherings for intergenerational activity. Additional requests stated by attendees included the following:

- City dog park
- Additional recreation classes for education
- Additional community gardens – and a restroom at Terra Linda Community Garden
- Centrally located City pool
- Outdoor-oriented programming – hiking, etc.
- Dedicated pickleball courts
- Lit sport fields
- More field space and better maintained fields
- Park(s) in the Montecito/Dominican neighborhood

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Figure 1 - Community Members at Group 1



Figure 2 - Community Members at Group 2



Figure 3 - Community Member at Group 3



Figure 4 - RHAA Presenting

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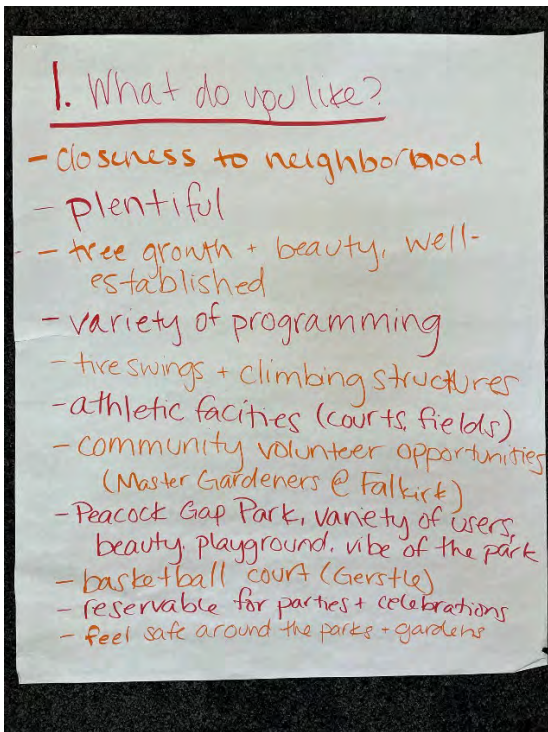


Figure 5 - Group 1, Question 1

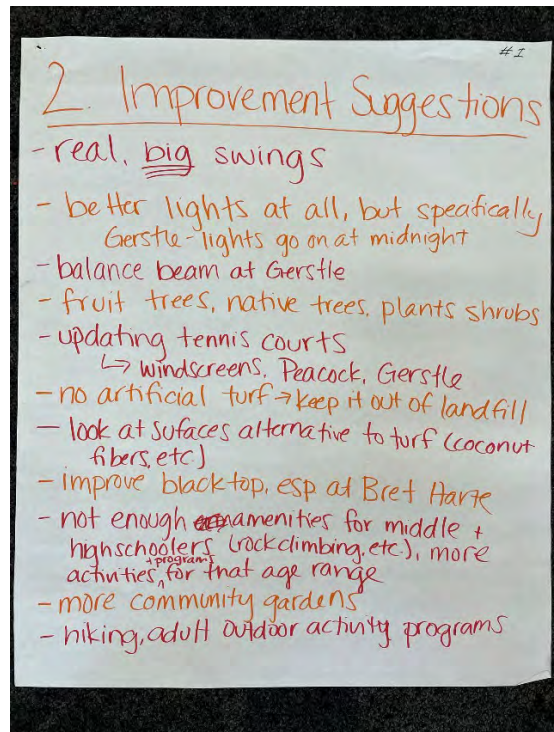


Figure 6 - Group 1, Question 2

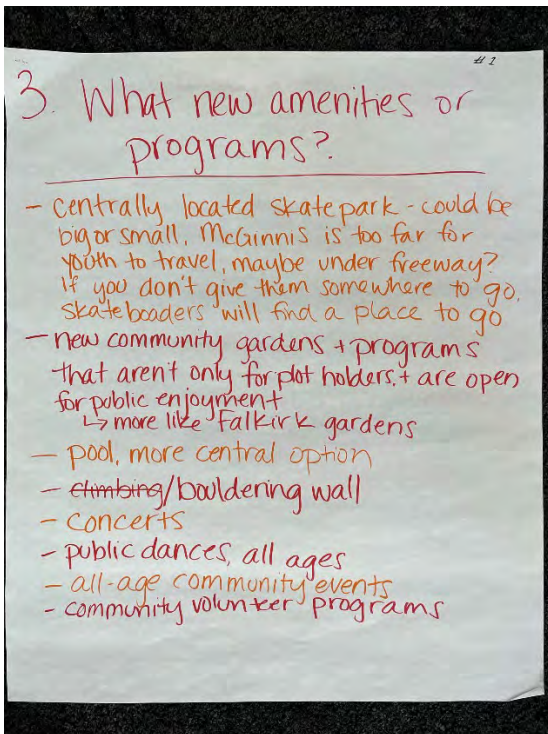


Figure 7 - Group 1, Question 3

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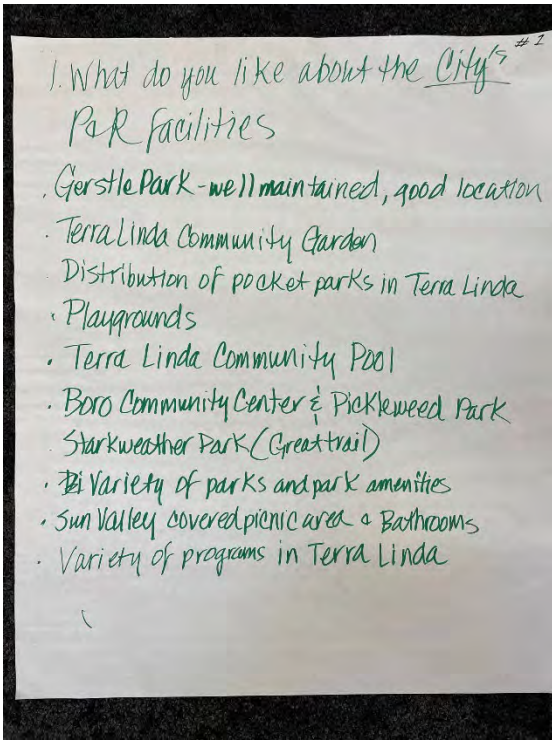


Figure 8 - Group 2, Question 1

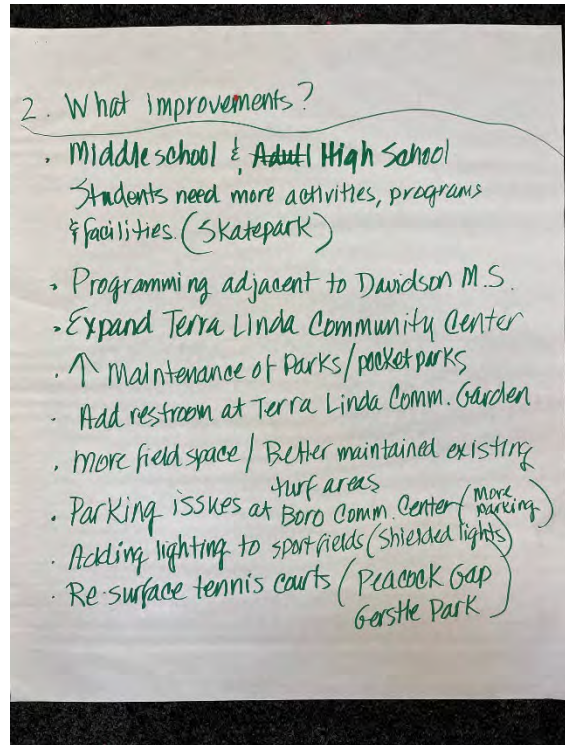


Figure 9 - Group 2, Question 2

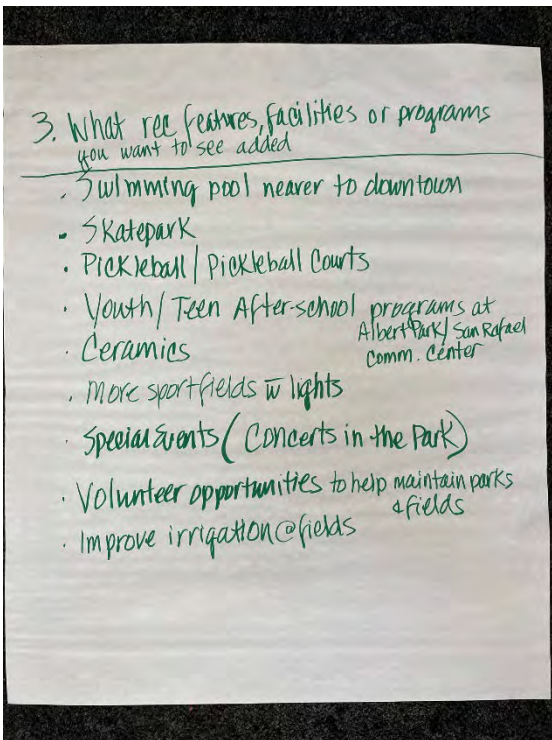


Figure 10 - Group 2, Question 3

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What Do You Like

Gr Park Playground	Pickleball Pickleball
Tennis Cts	Able to reserve Parks for Parties
County/City	Trees = Shade
TL Pool	Clean Restrooms in Pks
Classes	Upper Bay Pt Pk
Camps	Pks w/ access to trails
Picnic Area	Dragon
Free Parking	Park Benches
Variety in Parks	Movies in the PK
So Many Parks	Parkfest
Peacock PK	
L.L. Marina	
Shoreline PK Trail	

Figure 11 - Group 3, Question 1

What Improvements

- More trees Albert PK
- G PK Courts
- G PK Picnic Benches Replaced
- G PK Walkways & Paths
- TL Tennis & Basketball Cts
- Mont/Dan Needs Park
- Improve Picnic Areas all over town
- Dedicated Pickleball Cts - No Conflict w/ Tennis
- Clean up DST by 7/11/Storey
- End fee to play tennis cts @ Albert PK
- Additional Com Gardens
- Restroom by Albert PK Restroom
- More Parking on Linden by courts
- Benches around town
- More Lights in Parks
- Better BBQ in G PK

Figure 12 - Group 3, Question 1

Features, Facilities, Programs to be Added

- Fitness facilities / Per Course
- Dog Park
- More Classes @ Courts - Coramios
- Community Gardens
- Another Pool
- Pickleball Classes - Drop in Play
- Drinking Fountains
- Skate Park
- Music in the PK
- Multiuse Ct. @ Bay Pt
- Mont/Dominican Park Needed
- Up to date M.C System at Community Courts

Figure 13 - Group 3, Question 1

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COMMUNITY WORKSHOP #1 - TERRA LINDA COMMUNITY CENTER Group Discussion Summary

Community Workshop #1, at the Terra Linda Community Center, was held on April 28th, 2022 and hosted 3 community members. This workshop introduced the community to the Master Plan process and gathered initial input regarding the needs and desires for the City's existing recreation network. As attendance was limited to a few individuals, there was only 1 group session held to answer the following questions verbally – answers were not recorded on a flip chart as they were at the March 30th meeting at the San Rafael Community Center. A summary of this group's responses follows.

I. What do you like about the City of San Rafael's parks and recreation facilities?

Community members at this meeting expressed that the City does a good job maintaining existing parks and recreation facilities. Specially, attendees stated that existing parks and recreation facilities are updated and have well-maintained restrooms. Gerstle Park and Falkirk Cultural Grounds were explicitly mentioned as favorable places to visit. Attendees also expressed an appreciation for the City's San Rafael Activities Guide, stating that the City offered a variety of recreation programs and that many community member enroll in these programs.

II. What improvement suggestions do you have for the City's parks and recreation facilities?

Regarding improvements, attendees at this meeting stated that overall park and facility maintenance could be improved – specially related to litter and restrooms. Attendees also stated that the City's park picnic tables should be replaced as needed and that the Terra Linda Community Center should be updated to attract additional users. Additionally, attendees recommended that the City consider advertising recreation programs through the Marin Independent Journal and the City Manager's Newsletter.

III. What recreation features, facilities, or programs would you like to see added for San Rafael's park and recreation facilities?

At this community meeting attendees focused on the key topic of providing more community programming for the City of San Rafael to attract intergenerational activity. Specific recommendations from this groups included the provision of places for performing/storytelling (amphitheater, stage, etc.), City-hosted food truck events, and organizing family activities similar to those at the Marin Country Mart. Regarding park and facilities amenities, attendees recommended the City add a skate park, offer more tot-age play structures, use resilient matting at all play areas (rather than wood fiber), and provide more shade.



Figure 1 - Community Meeting Attendees (3) Seen with Recreation Staff

April 28th, Community Workshop #1-Terra Linda Community Center



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COMMUNITY WORKSHOP #1 - ZOOM Group Discussion Summary

Community Workshop #1, online via Zoom, was held on May 5th, 2022 and hosted 9 community members. This workshop introduced the community to the Master Plan process and gathered initial input regarding the needs and desires for the City's existing recreation network. For this online session a group discussion was held to answer the following questions. A summary of this group's responses follows.

I. What do you like about the City of San Rafael's parks and recreation facilities?

Community members at this meeting liked the unique setting within which San Rafael's parks are located – natural Bay Area hills with access to trails and open space. Community members at this meeting also shared that they liked that there are opportunities for parks and recreation facilities to be improved without requiring additional land or property.

II. What improvement suggestions do you have for the City's parks and recreation facilities?

At this meeting, many comments were heard regarding improvements desired at Terra Linda Park, Pool, and Community Center. Interests included expanded hours for pool access, especially for adults, and facility improvements at the pool house such as updated lockers and benches.

Community members at the meeting also discussed the importance of physical and social safety in City parks. Physically, attendees encouraged the removal of hazards such as splinters from benches and awareness of tripping risks. Socially, attendees noted that each City park has unique needs for safety and social gathering.

Additional improvement requests made included repairing irrigation at fields in Albert Park and amending challenges at the publicly closed Beach Park so that it can be reopened.

III. What recreation features, facilities, or programs would you like to see added for San Rafael's park and recreation facilities?

Reopening closed tennis courts and adding pickleball facilities in San Rafael was a priority for attendees at this community meeting. Attendees were interested in having shared (with tennis users), or dedicated pickleball courts throughout the City.



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COMMUNITY WORKSHOP #2- ZOOM Group Discussion Summary

Community Workshop #2, online via Zoom, was held on September 8th, 2022 and hosted approximately 25 community members. This workshop presented findings from the community outreach process (Statistically Valid Survey and Parks and Recreation Questionnaire survey results), a summary of the park and facility inventory, a summary of the recreation planning and operations assessment, and the prioritization criteria to be used to prioritize proposed recommendations from the Master Plan. For this online meeting breakout sessions were held to answer the following questions. A summary of the group's responses follows.

I. Do these criteria capture the priorities that the City should use to make decisions moving forward? Is there anything else that should be considered?

Community members at this meeting generally appreciated the criteria and criteria selection process that was presented. Several community members voiced that the criteria would provide a logical methodology for the implementation of the Master Plan's recommendations.

II. Do you have any other comments or feedback as we move into developing and prioritizing recommendations for the plan?

At this meeting, community members recommended the following be considered:

- Consider historic nature and design use/intent of sites in criteria
- Ensure population growth is included - included in Service Area
- Consider inclusive experiences as component of Accessibility criteria
- Consider partnerships beyond the City



APPENDIX D

SAN RAFAEL CITYWIDE PARKS AND RECREATION MASTER PLAN

DOCUMENT REVIEW

A review of San Rafael’s previous planning efforts, related to the City’s park and recreation network, is completed as a component of the *Citywide Parks and Recreation Facilities Master Plan*. Reviewing these documents ensures that the goals and recommendations of the *Master Plan* build upon and support previous planning projects. The following master planning documents provide guidance for the *Citywide Parks and Recreation Master Plan* – listed in order of adoption, below.

- I. *San Rafael General Plan 2040*, 2021
- II. *Downtown Precise Plan*, 2021
- III. *Climate Change Action Plan*, 2019
- IV. *San Rafael Bicycle and Pedestrian Master Plan*, 2018
- V. *Canalfront Conceptual Design Plan and Guidelines*, 2009

I. SAN RAFAEL GENERAL PLAN 2040, 2021

Introduction

The *San Rafael General Plan 2040*, or *General Plan*, was adopted by the San Rafael City Council in August 2021 and addresses the planning elements of land use, circulation, housing, open space, conservation, safety, noise, and environmental justice. The *General Plan* provides a shared vision for the City’s future and a guiding framework to make that vision a reality as it looks 20 years into the future. This document supports the City’s existing qualities while promoting improvements to make San Rafael more resilient, equitable, healthy, and attractive as it continues to evolve and grow.

The *General Plan 2040* identifies guiding principles to achieve the vision of a thriving San Rafael with a commitment to conserve and strengthen the foundational assets that make San Rafael the city that it is - its neighborhoods, beautiful open space, downtown, strong sense of community, historic legacy, and quality public service. With these aspects in mind, the *General Plan* identifies the five following Guiding Principles:

- Economic vitality
- Opportunity for all
- Adapting to the future
- Housing the growing community
- Mobility

In relation to the *San Rafael Citywide Parks and Recreation Master Plan*, the *General Plan* provides goals, policies, and programs, per planning element, that shape and inform its development. The following goals, and associated policies and programs, from the *General Plan 2040* relate directly to the City’s park and recreation network and inform the *San Rafael Citywide Parks and Recreation Master Plan*.

Land Use Element

The Land Use Element of the *General Plan 2040* includes policies that guide the physical form of San Rafael and direction for the City’s land use compatibility, development, and growth management. The following



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goals, policies, and programs relate to San Rafael's existing and future park, recreation, and recreation facilities network.

Goal LU-1: Well-Managed Growth and Change - Grow and change in a way that serves community needs, protects the environment, improves fiscal stability, and enhances the quality of life.

Policy LU-1.16 School Site Reuse or Development - In the event a school site is made available for reuse, work with the School District and surrounding community to determine the desired uses. Given the public ownership of the land, uses that provide a public benefit should receive priority. This includes affordable housing, childcare facilities, neighborhood parkland, and facilities that accommodate public and quasi-public uses, such as adult day care, education, recreation, arts and cultural programs.

Goal LU-2: A Complete Community - San Rafael is a complete community, with balanced and diverse land uses.

Policy LU-2.7: Child Care Facilities - Encourage the development of new childcare facilities and the retention of existing childcare facilities to meet neighborhood and citywide needs. Work with the school districts to encourage childcare and early childhood education programs at schools, recognizing their suitability for such uses and convenient locations in residential neighborhoods.

Policy LU-2.8: Senior and Disabled Care Facilities - Encourage facilities and services to meet the needs of older and disabled residents, including senior housing, assisted living, and convalescent care facilities; and facilities providing adult day care and social services, and health care for older adults and people with disabilities.

Goal LU-3: Distinctive Neighborhoods - Create and sustain neighborhoods of integrity and distinctive character.

Policy LU-3.2: New Development in Residential Neighborhoods - Preserve, enhance, and maintain the residential character of neighborhoods to keep them safe, desirable places to live. New development, redevelopment of existing buildings, and land use changes within and adjacent to residential areas should:

- Enhance neighborhood image and design quality
- Incorporate sensitive transitions in height and setbacks from adjacent properties
- Preserve historic, unique, and architecturally significant structures
- Respect and enhance natural features and terrain
- Reduce exposure to hazards, including limited emergency vehicle access
- Include amenities such as sidewalks, pathways, trees, and other landscape improvements
- Maintain or enhance infrastructure service levels
- Meet expected parking demand
- Minimize reduction of views, privacy, and solar access for neighboring properties

Policy LU-3.9: Neighborhood Centers - Support the vitality of attractive, viable neighborhood centers and assist these centers as they adapt to changing economic conditions and community needs. Existing neighborhood centers should be retained unless it can be clearly demonstrated that they are not economically viable or useful to the neighborhood. Where commercial uses are no

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longer feasible, other uses that are compatible with the neighborhood such as housing and local services should be accommodated.

Program LU-3.9A: Neighborhood Serving Uses. Prioritize neighborhood serving uses and places that support neighborhood interaction on small commercial sites in residential areas. Examples of such uses are cafes, grocery stores, hair salons, hardware stores, household goods and maintenance services, restaurants, drug stores, local medical and health care services, farmers markets, childcare facilities, public facilities, and similar activities that meet the day to day needs of local residents. Also encourage uses that facilitate remote work, such as postal and telecommunication services. Maintaining these uses near residents can potentially help reduce vehicle miles traveled (VMT) and encourage walkable neighborhoods.

Policy LU-3.11: Neighborhood Pride - Promote events and activities that support neighborhood pride, create a sense of community, and build connections between residents. These events and activities could include block parties, festivals, parades, picnics, concerts, and similar activities that bring residents together. City parks should include areas where such activities can be hosted, in a manner respectful of nearby residents.

Neighborhoods Element

The *General Plan 2040* organizes the City into 5 planning area neighborhoods - Downtown, Central San Rafael, North San Rafael, Southeast San Rafael/Canal, and San Pedro Peninsula. This element provides goal, policies, and programs for these neighborhoods that relate to the City's overall social and physical character. Related to the *Citywide Parks and Recreation Master Plan*, this element identifies opportunities to improve and expand upon the City's park and recreation facilities. Key park and recreation-related opportunities identified include the following.

In Central San Rafael the *General Plan* considers:

- Acquisition of the Camgros/Duca Properties for a neighborhood/community cultural center, or dedication of land for such a site in future development
- Feasibility of a community cultural and environmental center in the Sun Valley area
- Developing a small neighborhood park in the northern part of the Lincoln/San Rafael neighborhood.
- Dedication of open space in the Dominican/Black Canyon Area
- Creation of a small neighborhood park and children's playground in the Montecito Neighborhood

In Southeast San Rafael/Canal the *General Plan* supports:

- A design plan and vision for the Canalfront, focusing on pedestrian circulation and access
- A boat launch facility at Beach Park
- Development of a neighborhood park on publicly owned land at the southeast corner of Bellam Boulevard and Windward Way

In North San Rafael the *General Plan* proposes:

- Public gathering spaces at North San Rafael Town Center
- Upgrades and renovations to Terra Linda Park and Community Center
- Additional recreation facilities for youth such as a teen center or skate park

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- Upgrades to Arbor, Munson, and Hillview pocket parks
- Additional public recreation opportunities at School-District-owned sports fields

In San Pedro Peninsula the *General Plan* proposes:

- A community center within the San Pedro Peninsula
- A public park band along shoreline at San Rafael Rock Quarry and McNear Brickyard
- Opportunities for multi-use community facilities for the San Pedro Peninsula

The following are goals, policies, and programs that relate to the *Citywide Parks and Recreation Master Plan*, per planning area neighborhood.

Downtown

Policy NH-1.6: Public Realm - Improve the quality and usefulness of public space Downtown, including streets, sidewalks, alleys, plazas, parks, and other civic spaces. Public investments in these spaces should be directed in a way that supports Downtown development. Downtown public space should be safe, comfortable, and well-maintained.

Program NH-1.6B: Transit Gateway Improvements. Create a new public space adjacent to the SMART station that would provide an amenity for Downtown residents, workers, visitors, and transit passengers. The space should create a welcoming “first impression” of Downtown. Provisions for ongoing programming, maintenance, and safety should be developed prior to construction.

Central San Rafael

Policy NH-2.8: Sun Valley Development - Ensure that new development and significant remodels retain neighborhood character, especially in areas of smaller or historic homes. Development should support the City’s sustainability and wildfire prevention goals.

Program NH-2.8A: Camgros/Duca Properties. Ensure that any future use on these properties supports and sustains neighborhood character. The neighborhood has expressed that it supports acquisition of these sites for a neighborhood/community cultural center, or dedication of land for such a site in future development. Such a center could also provide for outdoor education, emergency response and training, community functions, and delivery of local services. The potential for housing on this site also must be recognized. In the event residential development is pursued, clustering of the allowable units should be encouraged to preserve open space areas. Development should comply with the City’s Hillside Guidelines and should establish a wildlife corridor and protected riparian area along a restored Mahon Creek.

Policy NH-2.10: Sun Valley Gathering Places - Sustain existing neighborhood gathering places in Sun Valley. Pursue opportunities to create new places where Sun Valley residents can meet, learn, play, and build a stronger sense of community.

Program NH-2.10A: Community Center. Consider the feasibility of a community cultural and environmental center in the Sun Valley area. In addition, strengthen the function of Sun Valley School and Sun Valley Park as neighborhood gathering places. This

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includes continued agreements with the School for access to the school yard after hours as well as access to the Dan Abraham Trail. These agreements could be expanded to allow for community meetings, emergency response, and other activities on school property.

Policy NH-2.13: Lincoln Avenue Corridor - Allow higher density residential development along Lincoln Avenue between Hammondale Court and Mission Avenue, recognizing the availability of public transit along this corridor and the established pattern of development. Where development occurs, landscaped setbacks and tree planting should be required to visually reduce the “wall effect” along Lincoln Avenue. Underground parking should be encouraged to reduce overall building height and mass. Consolidation of smaller lots into larger parcels should be encouraged, in order to create more viable development sites, meet parking needs, and minimize the number of ingress/egress points to Lincoln Avenue.

Program NH-2.13B: Lincoln/San Rafael Hill Park. Pursue opportunities to develop a small neighborhood park in the northern part of the Lincoln/San Rafael neighborhood.

Policy NH-2.15: Dominican/Black Canyon Area Resources and Hazards - Proactively work to conserve and restore natural resources and reduce environmental hazards in the Dominican/Black Canyon area, including wildfire, landslide, and noise hazards.

Program NH-2.15C: Open Space Dedication. Consider offers to dedicate vacant sites, including the 17.9-acre parcel at the end of Dominican Drive (also with frontage on Glen Park Avenue), as public open space. If City ownership is infeasible, consider dedication to Marin County Parks.

Policy NH-2.17: High School Campus Plans - Facilitate communication between San Rafael City Schools and the neighborhood on issues related to traffic, parking, noise, operations, and development on the high school campus.

Program NH-2.17A: Corporation Yard Reuse. Encourage relocation of the bus/maintenance yard located on the northwest corner of the high school campus (Union and Mission), thereby allowing for development of:

- a). Affordable multi-family housing. To the extent feasible, housing on the site should serve older adults and/or School District staff. Any development on this site should maintain, enhance, and protect the view corridor down Fourth Street to the High School’s west portico.
- b). Montecito Neighborhood Park. A small neighborhood park and children’s playground should be included in any plans to repurpose school property. In the event a park is infeasible on the Union and Mission site, consider other locations on the campus where such a facility is possible, including a joint use park on the field east of the corporation yard.

If any part of the high school campus is closed or sold before the horizon of the General Plan, a priority should be placed on developing affordable housing or neighborhood parkland.

Policy NH-2.22: Bret Harte Neighborhood - Maintain Bret Harte as a great neighborhood, with continued efforts to reduce hazards, preserve open space, enhance public facilities and infrastructure, and encourage reinvestment in the existing housing stock.

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Program NH-2.22A: Bret Harte Neighborhood Priorities. Recognize the following neighborhood priorities in planning and development decisions for the Bret Harte area:
e). Continue improvements to Bret Harte Park, including hillside landscaping to prevent erosion, community art projects, shade tree maintenance, completion of restroom improvements, and replacement of the water tank while preserving the historic wooden structure that surrounds it.

Policy NH-2.24: Natural Features - Protect and enhance important natural features in the Gerstle Park area, including Mahon/San Rafael Creek, mature street trees, and community open spaces, hillsides, and woodlands.

Southeast San Rafael/Canal

Policy NH-3.2: San Rafael Canal - Promote the San Rafael Canal as a community-wide asset for public and marine-related uses. Public access and views of the water should be improved, and sensitive wildlife habitat should be protected.

Program NH-3.2A: Design Plan and Vision for the Canalfront. Continue implementation of the Canalfront Conceptual Design Plan, including circulation and access improvements and development of a waterfront paseo.

Policy NH-3.7: Recreational Boat Facilities - Maintain existing recreational boat launch facilities along the Canal unless the demand for such facilities no longer exists or adequate substitute space can be provided. Encourage the addition of boat launch facilities, boat trailer parking, and sewage pump out facilities where appropriate.

Program NH-3.7A: Public Boat Launching Facilities. Promote the addition of public boat launching facilities for small non-motorized watercraft such as kayaks at Beach Park and the Montecito Shopping Center.

Policy NH-3.13: Canal Public Safety - Work with the Canal community to identify and respond to public safety needs. This should include capital improvements such as improved street lighting, repaired sidewalks, a police sub-station, and better relationships between residents, businesses, and law enforcement.

Policy NH-3.14: Public Facilities - Prioritize citywide public facility investment in the Canal neighborhood, recognizing the greater needs for parks, child care, libraries, public safety, schools, employment development, and social services in the community; its vulnerability to hazards, public health emergencies, and economic stress; and its high concentration of children and very low income and immigrant households.

Program NH-3.14A: Bellam/Windward Park. Pursue development of a neighborhood park on publicly owned land at the southeast corner of Bellam Boulevard and Windward Way, or on an equivalent publicly-owned property in this area.

Program NH-3.14B: Community Meeting Space. Meet the need for affordable meeting and activity space, both at the Albert Boro Community Center and through the development

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of additional community facilities in new development. Incentives and density bonuses should be provided for private/non-profit development that sets aside space for neighborhood-based activities such as child care, education, and job training.

Policy NH-3.19: Libraries and Community Programs - Continue to invest in and expand library facilities at the Albert J Boro Community Center. Support continuing programs at this facility and at other facilities serving the Canal community, including bilingual and ESL classes, pre-school, and after school programs.

Program NH-3.19A: Youth and Family Services. Prioritize additional programs for youth and families in the Canal area, including child care and more activities for young people.

Policy NH-3.24: Canalways - Recognize the potential for the Canalways site to achieve multiple goals, including habitat conservation, wetland restoration, sea level rise adaptation, and provision of affordable housing, along with creation of additional jobs, economic activity, and tax revenue. The City supports a plan for the site that balances conservation and development objectives. Development should be beneficial for the surrounding community, protect the site's environmental resources, and be responsive to natural hazards. In general, development should be located in upland areas that are not critical habitat for endangered species.

Program NH-3.24A: Canalways Conservation and Development Plan. Encourage preparation of a Canalways Conservation and Development Plan by the landowners. Such a Plan could become the basis for defining the developable area and permitting and defining additional land uses. The first step of this process should be a biological assessment and updated delineation of wetlands.

North San Rafael

Policy NH-4.2: North San Rafael Town Center - Strengthen the role of the North San Rafael Town Center as an attractive, thriving heart for the North San Rafael community: an economically viable centerpiece of commerce and activity with diverse activities for persons of all ages.

Program NH-4.2B: Outdoor Gathering Places. Include outdoor public places that support community activities and entertainment such as a public plaza for periodic arts and cultural events, outdoor cafes with music, restaurants with sidewalk or patio dining, children's play areas, teen-centered spaces, and other uses that provide outdoor seating. Design of retail spaces should be flexible enough to support these types of activities in the future.

Policy NH-4.7: Terra Linda Community Improvements - Invest in upgraded community facilities in Terra Linda, including places for youth, families, and older adults to gather and explore their interests.

Program NH-4.7A: Community Improvements. Consider the following improvements in the Terra Linda area:

- a) Modernization of the Terra Linda Community Center to meet current and future needs
- b) Additional recreation facilities for youth, such as a teen center or skate park

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- c) Upgraded pocket parks along Freitas Parkway (Arbor, Munson, and Hillview), linked to a broader effort to restore Gallinas Creek (see next policy)
- e) Implementation of North San Rafael Promenade improvements, especially between the Community Center and Freitas Parkway to encourage access by foot and bike
- f) Improved pedestrian walkways connecting Terra Linda streets
- g) Additional public recreational opportunities at School District-owned sports fields, such as those at Santa Margarita School
- h) Safety improvements to infrastructure

Policy NH-5.1: San Pedro Peninsula - Maintain the San Pedro Peninsula as an attractive, residential area with scenic waterfront and open space amenities, quality community services and facilities, protected environmental resources, and continued improvements to public safety and emergency preparedness. Work with Marin County to address issues of mutual concern to the City, County, and residents of incorporated and unincorporated areas, including flooding, speed enforcement, and sidewalk and median maintenance on Point San Pedro Road.

Program NH-5.1B: Community Center. Explore opportunities to create a public community center that can serve as a location for programs, recreational services, community events, and emergency preparedness/response. This should include opportunities created at such time that the San Rafael Rock Quarry/McNear Brickyard ceases operations and is planned for reuse.

Policy NH-5.3: Maintenance of Public Facilities and Infrastructure - Maintain and enhance City infrastructure and public facilities serving the Peacock Gap neighborhood.

Program NH-5.3A: Environmental Quality Improvements. Ensure that City properties and infrastructure are maintained in a way that protects environmental quality, reduces hazards, and protects the quality of life. This should include maintenance of stormwater pumps at Riviera Drive and Point San Pedro Road, implementing best practices for reducing siltation and improving water quality in the Peacock Gap Lagoon, renovating and maintaining Peacock and Riviera Parks, and continuing efforts to improve roads and other infrastructure.

Policy NH-5.4: Loch Lomond Marina - Maintain and enhance the Loch Lomond Marina and adjacent properties as a community asset, new neighborhood and commercial center, and gathering place and recreational amenity for the San Pedro Peninsula. Conditions of approval and provisions of the amended Master Plan for the Village at Loch Lomond Marina shall be honored as work on the project continues.

Program NH-5.4A: Completion of Village Improvements. Pursue timely completion of the Village at Loch Lomond Marina project consistent with approved plans, as amended. This should include:

- c) Completion of recreational improvements, including a kayak dock and launch ramp and public access improvements in the center plaza.
- e) Completion of the pedestrian access path.
- g) Installation of a bird viewing area and interpretive signage.

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Program NH-5.4C: Common Area Maintenance. Continue to maintain publicly-accessible parks, shoreline areas, and a marina green through a community facilities (Mello-Roos) district.

Policy NH-5.7: San Rafael Rock Quarry and McNear Brickyard Long-Term Plans - If operations cease during the timeframe of this Plan, consider annexation and redevelopment of the San Rafael Rock Quarry and McNear Brickyard, taking into account the following:

- d) Create a public use park band along the existing shoreline averaging at least 100 feet in width linking McNears Beach with the public walkway along Point San Pedro Road, as approved by the Bay Conservation and Development Commission.
- e) Consider opportunities for multi-use community facilities serving residents of the San Pedro Peninsula and beyond, such as a center for the arts, education, and the environment.

Program NH-5.7B: Shoreline Use. Use the development review process to establish a bay frontage linear park that connects McNear Beach to the existing shoreline walkway along Point San Pedro Road. The park should incorporate sea level rise adaptation measures.

Community Design and Preservation Element

The Community Design and Preservation Element of the *General Plan 2040* analyzes the key characteristics that contribute to San Rafael's identity and image and provides goals, policies, and programs to guide the City's built form over the next 20 years. The City's park and recreation network contributes to the City's image and livability. Of special interest to the *Citywide Parks and Recreation Master Plan*, the Community Design and Preservation Element discusses the opportunity to build upon historic designation and preservation of historic parks in San Rafael, including Gerstle Park and Falkirk Cultural Grounds.

Goal CDP-1: A Beautiful City - Preserve and strengthen San Rafael's natural and built features to enhance the appearance and livability of the city.

Policy CDP-1.1: City Image - Reinforce San Rafael's image by respecting the city's natural features, protecting its historic resources, and strengthening its focal points, gateways, corridors, and neighborhoods.

Policy CDP-1.4: Waterfront Identity - Strengthen San Rafael's identity as a waterfront city, providing improved visual and physical access to San Pablo Bay, San Rafael Bay, and the San Rafael Canal.

Program CDP-1.4A: Canalfront Design Plan. Implement the Canalfront Conceptual Design Plan (2009) recommendations. Development near the shoreline should maximize views to the water and public access to the shoreline.

Program CDP-1.4B: Canal Promenade. Pursue development of a continuous pathway or promenade along the Canal waterfront.

Goal CDP-2: A Sense of Place - Strengthen San Rafael's sense of place.

Policy CDP-2.1: Neighborhoods, Districts, and Centers - Strengthen San Rafael's identity as a community of unique centers, neighborhoods, corridors, and districts. Design decisions should

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maintain Downtown as a historic, walkable center; preserve the integrity and character of residential neighborhoods; and improve the appearance and function of mixed use districts such as the North San Rafael Town Center.

Policy CDP-2.3: Neighborhood Identity and Character - Recognize, preserve, and enhance the positive qualities that shape neighborhood identity. Development standards should respect neighborhood context and scale and preserve design elements that contribute to neighborhood livability. Standards should also provide the flexibility for innovative design and new types of construction. Code enforcement and City programs should maintain community standards and the integrity of buildings and landscapes.

Program CDP-2.3A: Code Enforcement. Maintain code enforcement and nuisance abatement programs to address litter, illegal dumping, unlawful storage, and property maintenance issues.

Goal CDP-3: Attractive Streets and Public Spaces - Create streets, public spaces, and civic buildings that add value to private property, promote environmental sustainability, and contribute to San Rafael's visual quality and identity.

Policy CDP-3.1: Plazas and Active Public Spaces - Encourage the integration of public space—or private space that is available for public use—in larger-scale commercial, civic, and mixed use development. Such spaces should be designed and operated so that they can be easily maintained, remain safe and attractive, and contribute positively to the community.

Program CDP-3.1A: Activation of Public Space. Encourage activities such as farmers markets and performances in public spaces to enhance their usefulness and role as community gathering space.

Policy CDP-3.4: Landscape Maintenance - Prioritize landscape maintenance along the city's most heavily traveled roadways and gateways. Control costs by using low-maintenance materials, removing litter, and avoiding deferred maintenance. Operational practices should support the City's commitment to water conservation, fire prevention, and reduced use of toxic materials.

Program CDP-3.4A: Landscape Stewardship. Encourage partnerships with neighborhoods and civic organizations to maintain and improve the city's landscaped areas.

Policy CDP-3.6: Wayfinding and Directional Signage - Encourage the use of consistent graphic conventions and logos for City signs, including gateway signs and wayfinding signs.

Program CDP-3.6A: Downtown Wayfinding. Implement the signage recommendations in the 2018 Downtown Parking and Wayfinding Study to direct people to historic and cultural resources, public facilities, parks, shopping areas, parking, and key destinations. Consider wayfinding signage in other parts of the city, such as Northgate, the Point San Pedro area, and the Canal.

Goal CDP-5: Protection of Cultural Heritage - Protect and maintain San Rafael's historic and archaeological resources as visible reminders of the city's cultural heritage.

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Policy CDP-5.1 Historic Buildings and Areas - Preserve buildings and areas with special and recognized historic, architectural or aesthetic value, including but not limited to those on the San Rafael Historical/Architectural Survey. New development and redevelopment should respect architecturally and historically significant buildings and areas.

Policy CDP-5.2 Inventorying Historic Resources - Maintain and periodically update inventories of local historic resources, using methods that are consistent with state and federal criteria. Balance these criteria to reflect local values and avoid unreasonable constraints on property rights. Historic resources may include sites associated with important historic events or people, archaeological resources, and landscape elements, in addition to older buildings.

Program CDP-5.2B: Inventory Update. Regularly update the City's Historical/Architecture Survey, which is an inventory of buildings of architectural value, historic buildings and/or districts and historic elements such as signs, monuments, and gates. A priority should be placed on neighborhoods with large concentrations of older structures, as well as areas most likely to experience development pressure in the future.

Policy CDP-5.3: Districts - Encourage the formation of historic or architectural conservation districts in areas where important historic resources are concentrated and where there is property owner and community support for such designations. Such districts should provide for preservation, restoration, and greater awareness of the resources they contain, while providing financial and property tax incentives for property owners.

Policy CDP-5.4: Preservation Incentives - Create innovative incentives that encourage stewardship of San Rafael's historic resources. Incentives should be enacted before (or concurrently with) placing additional restrictions on historic properties, to ensure that preservation makes economic sense.

Program CDP-5.4B: Local Financial Incentives. Pursue the following financial incentives to support historic preservation activities:

(e) Establishment of a nonprofit trust whose function is to restore, maintain, and lease publicly owned historic buildings (such as Falkirk Mansion and the Boyd Gatehouse).

Policy CDP-5.5: Adaptive Reuse - Encourage the adaptation and reuse of historic and older buildings as a way to preserve San Rafael's heritage, especially where the original use of the building is no longer viable.

Program CDP-5.5A: California Historic Building Code. Use the State historic building code to relieve historic buildings from modern code requirements, thus making it easier to reuse the building. Explore other incentivizes or code changes that allow interior spaces in older buildings to be more easily and affordably updated.

Policy CDP-5.6: Protecting the Integrity of Historic Properties - Ensure that modifications to designated historic properties, including additions, alterations, and new structures, are visually compatible with the property's contributing features, as defined by the San Rafael Municipal Code.

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Program CDP-5.6C: Landscapes and Natural Features. Consider landscapes, gardens, mature trees, and natural features as contextually relevant when defining historic value. Encourage the preservation of such features when they are determined to be significant.

Policy CDP-5.7: Maintenance of Historic Properties - Strongly support the maintenance of historic properties and avoid their deterioration to the point where rehabilitation is no longer feasible (e.g., “demolition by neglect”).

Policy CDP-5.8: Preservation Advocacy - Encourage local preservation efforts by community organizations. Provide technical support to such groups and encourage their participation in City-sponsored preservation activities.

Program CDP-5.8B: Volunteers. Engage volunteers in historic surveys and similar activities to the greatest extent feasible, with professional assistance as needed.

Program CDP-5.8C: Public Events and Social Media. Encourage local preservation advocacy organizations to produce events, publications, social media, and exhibits about the historic resources that exist in San Rafael.

Policy CDP-5.9: Preservation Education - Encourage historic preservation activities and programs that heighten awareness of historic resources and the ways that architecture and landscape define the city’s character.

Program CDP-5.9A: Preservation Reference Materials. Support the efforts of local organizations to maintain and expand collections of historic photographs, artifacts, books, media, oral histories, and other resources, and to make these materials available through on-line archives.

Conservation and Climate Change Element

The Conservation and Climate Change Element addresses management of the City’s natural resources and prepares for San Rafael’s resource management through a changing climate. Of special interest to the *Citywide Parks and Recreation Master Plan*, the Conservation and Climate Change Element promotes reduction of water use, replacing inefficient irrigation systems, conserving energy in municipal buildings, and promoting environmental education through programming and public events.

Goal C-1: Supporting Our Natural Communities - Protect, restore, and enhance San Rafael’s environment and natural communities.

Policy C-3.8: Water Conservation - Encourage water conservation and increased use of recycled water in businesses, homes, and institutions. Local development and building standards shall require the efficient use of water.

Program C-3.8E: Reducing Municipal Water Use. Reduce water use for municipal operations through water-efficient landscaping, maintenance of irrigation equipment, replacement of inefficient plumbing fixtures, and using recycled water where available and practical.

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Policy C-3.9: Water-Efficient Landscaping - Encourage—and where appropriate require—the use of vegetation and water-efficient landscaping that is naturalized to the San Francisco Bay region and compatible with water conservation, fire prevention and climate resilience goals.

Program C-3.9A: Demonstration Gardens. Maintain the Falkirk demonstration gardens illustrating xeriscaping principles and drought-tolerant plant materials.

Policy C-4.1: Renewable Energy - Support increased use of renewable energy and remove obstacles to its use.

Program C-4.1E: Municipal Buildings. Wherever feasible, incorporate renewable energy technology such as solar, cogeneration, and fuel cells, in the construction or retrofitting of City facilities. Continue use of MCE Deep Green (100% renewable) power.

Policy C-5.7: Climate Change Education - Continue community education and engagement in climate and sustainability efforts.

Program C-5.7D: Promote Sustainability Efforts. Promote sustainability and climate change awareness through education, publications, the City's website, community organizations, and special events such as Earth Day and an annual Green Festival.

Parks, Recreation, and Open Space Element

The Parks, Recreation, and Open Space Element of the *General Plan 2040* is a guiding factor for the *Citywide Parks and Recreation Master Plan*. The goals, policies, and programs put forth in this Element plan for the future of the City's recreation network and inform all aspects of the City's first parks and recreation master plan. Of interest to the *Citywide Parks and Recreation Master Plan*, this element identifies service area gaps in the provision of parks in the Montecito/Dominican, West End/Fairhills, and Lincoln/San Rafael Hill neighborhoods. This element also identifies preliminary priorities to improve the City's recreation network, below:

- Update (or prepare) site master plans for all neighborhood and community parks.
- Continue park revitalization consistent with recent efforts at Albert Park and San Rafael Community Center - Explore opportunities for public-private partnerships to refurbish existing community center and athletic fields; develop new Main Library; develop new recreational facilities; improve habitat and bike/ped facilities along Mahon Creek
- Refurbish community center at Terra Linda Park
- Improve branch library, refurbish fields, shoreline path improvements, and provide sea level rise adaptation strategies at Pickleweed Park and Albert J. Boro Community Center
- Pursue new uses for Boyd Gatehouse and park/trail improvements on site that continue up San Rafael Hill at Boyd Memorial Park
- Continue to expand and improve shoreline path network and implement interpretative signage plans at Jean and John Starkweather Shoreline
- Complete North San Rafael promenade improvements, including plans for Munson Park and restoration of Gallinas Creek
- Improve access from Gerstle Park, Bret Harte Park, Russom Park and other parks adjacent to open space areas for hiking

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- Consider additional opportunities for a public pool south of Puerto Suello Hill
- Extend trail network consistent with the Bicycle and Pedestrian Master Plan, including a continuous north-south greenway

This Element additionally lists the following as potential locations for new public parks in the City:

- The City-owned site at the southeast corner of Bellam Boulevard and Windward Way in the Canal neighborhood
- The corporation yard at the southern edge of the Montecito/Happy Valley neighborhood
- Partnership opportunities with Dominican University for a park provision in the Dominican/Black Canyon neighborhood
- The Lincoln/San Rafael Hill neighborhood

The following goals, policies, and programs of the *General Plan 2040* relate directly to the *Citywide Parks and Recreation Master Plan*.

Goal PROS-1: Quality Parks for All to Enjoy - Sustain high quality parks that meet the recreational needs of all those who live and work in San Rafael.

Policy PROS-1.1: Park Classification - Maintain a system of community, neighborhood, pocket, and special use parks. These parks should be complemented by larger region-serving parks and open spaces, and by school recreation areas.

Program PROS-1.1A: Parks and Recreation Master Plan. Prepare a Parks and Recreation Master Plan, including citywide recommendations for park management, operations, facility development, potential acquisition, and recreation service delivery, as well as recommendations for each City-owned park.

Program PROS 1.1B: Capital Improvement Program. Use the Capital Improvement Program to identify funding sources and timing of parks and recreation capital projects.

Policy PROS-1.2: Per Capita Acreage Standard - Maintain a citywide standard of 4.0 acres of improved park and recreation land per 1,000 residents.

Program PROS-1.2A: Municipal Code Amendment. Modify Chapter 15.09 of the Municipal Code to establish a general standard of 4.0 acres of improved parkland per 1,000. Adjust the formulas for dedication of land to reflect this standard.

Program PROS-1.2B: Park In Lieu Fees. Periodically adjust park in-lieu fees to reflect the prevailing costs of land and facilities. Any increases to existing fees should be developed through a public process in which potential cost impacts on development feasibility are disclosed and measures to offset impacts on housing costs are considered.

Policy PROS 1.3: Distribution of Parks - Strive for a balanced distribution of neighborhood and community parks across the city. When planning new parks, prioritize areas that lack existing parkland or outdoor space, and have higher needs due to higher housing densities and social and economic conditions.

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Program PROS-1.3A: New Parks. Develop additional parks and playgrounds in areas with unmet needs and in areas experiencing growth. Opportunities to create new parks within new development and on underutilized public land should be pursued.

Program PROS-1.3B: Parks on Former School Sites. Work with San Rafael City Schools and the Miller Creek School District to identify ways to acquire on-site recreational facilities in the event that school properties are closed, leased, or offered for sale. (see also Policy LU-1.16 on school site reuse)

Program PROS-1.3C: Adaptation Projects. Incorporate shoreline access and new recreational amenities in sea level rise adaptation and flood risk reduction projects where feasible.

Policy PROS-1.5: Park Image and Identity – Create a positive image of the City’s park and open space system.

Program PROS-1.5A: Branding and Signage. Develop and implement consistent branding, wayfinding, and interpretive signage for San Rafael’s parks that identify park and open space properties and help the public locate, navigate, and understand them. Park signage should be attractive, durable, and contribute to civic pride and identity.

Policy PROS-1.6: Park Improvements - Regularly upgrade and modernize San Rafael’s parks to meet the recreational needs of the community and replace aging or deficient facilities.

Program PROS-1.6A: Needs Assessment. Conduct a needs assessment as part of a Parks and Recreation Master Plan. Recreational facility needs should be periodically reevaluated in response to trends, demographics, and changing conditions.

Program PROS-1.6B Park Improvements. As part of the Parks and Recreation Master Plan, prepare plans to improve neighborhood and community park facilities. Seek funding to implement these plans.

Policy PROS-1.7: Athletic Field Design - Encourage athletic field design which maximizes versatility, cost-efficiency, and the ability to use fields year-round.

Program PROS-1.7A: Field Improvements. Evaluate local athletic fields as part of a Parks and Recreation Master Plan. Develop design and capital facility recommendations for athletic fields based on the findings.

Policy PROS-1.10: Historic Preservation and Parks - Incorporate historic and cultural resources into the City park system, including publicly-owned historic homes and the grounds around them. Where public operation of such properties is infeasible, encourage their management, operation, and programming by non-profit organizations.

Policy PROS-1.12: Joint Use - Encourage formal agreements with the School Districts that allow for the joint development, maintenance, and use of school facilities for recreational use when schools are not in session. Agreements should also address access to school parking lots for sporting events and other measures to minimize the impacts of joint use on nearby neighborhoods.

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Program PROS-1.12A: Joint Use Agreements. Work with San Rafael City Schools and the Miller Creek School District to formalize joint use agreements for parks, playgrounds, sports fields, and other school facilities.

Policy PROS-1.15: Park Maintenance - Provide a high level of maintenance that allows San Rafael's parks and open spaces to fully meet recreational needs and serve as valued community assets.

Program PROS-1.15A: Cost Considerations in New Projects. Consider maintenance and long-term operating costs when developing any new facility or modernizing an existing facility. Funding mechanisms for maintenance should be identified for every capital project.

Program PROS-1.15B: Park Stewardship. Encourage “adopt a park” programs and other stewardship initiatives that engage volunteers in park clean-up, maintenance, invasive plant removal, and other improvements. Explore agreements with the Downtown Streets Team and similar organizations to maintain park and open space areas.

Policy PROS-1.16: Funding - Pursue diverse funding sources for park improvement and maintenance.

Program PROS-1.16A: Park Funding Strategy. Seek new and ongoing sources of funds for park development and maintenance, including grants, foundations, bonds, taxes and assessment districts, impact fees, contributions from “Friends” organizations, renewal of Measure A, private donations and land dedications, public/private joint ventures, the Capital Improvement Program, and all other available means.

Program PROS-1.16B: Naming Rights and Sponsorships. Explore opportunities to generate revenue through naming rights, sponsorships, and charitable giving.

Program PROS-1.6C: Sale, Lease, or Contractual Agreements. In the event City-owned park or open space land is sold or leased in the future, require that the proceeds are appropriately used to support park improvements, maintenance, or operating costs.

Policy PROS-1.17: Public-Private Partnerships - Consider the use of public-private partnerships to rehabilitate, activate, and expand parks and community facility space. Where appropriate and consistent with the community's vision, this could include more intensive and varied uses of parkland, provided that the integrity of the open space is retained.

Policy PROS-1.18 Sustainable Park Operations - Encourage sustainable park management and operations that enhance the role of parks as green infrastructure and part of the City's climate resilience strategy. Parks should be managed to enhance their value as biological resources, natural habitat, and part of San Rafael's urban forest.

Program PROS-1.18A: Sustainable Design. Incorporate sustainability principles such as reduced water and energy, use of recycled and non-toxic materials, stormwater capture, and carbon sequestration, in the design and construction of park facilities and grounds. Where feasible, parks should also support the City's wildfire prevention and sea level rise adaptation

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strategies, and be designed to maximize accessibility by pedestrians, bicyclists, and transit users.

Goal PROS-2: Excellence in Recreational Programming - Provide accessible, affordable recreation programming that is responsive to public needs, activates parks for safe and inclusive community use, and promotes fitness, health, knowledge, and cultural understanding.

Policy PROS-2.1: Meeting Diverse Needs - Ensure that recreational programs and facilities meet the needs of all San Rafael residents, but most particularly young children, youth, and older adults.

Program PROS-2.1A: Age-Specific Programs. Provide facilities and programs that are specifically designed to meet the needs of children, teens, and older adults, as well as those designed for intergenerational participants.

Program PROS-2.1B: Cultural Competency. Provide culturally competent and inclusive programming that reflects the diversity of San Rafael's population.

Policy PROS-2.2: Responding to Changing Community Needs - Continually adapt recreational programs to meet changing community needs and interests.

Program PROS-2.2A: Program Evaluations. Monitor and evaluate participation in the City's recreational programs and use this information when developing new programs.

Program PROS-2.2B: Surveys. Conduct periodic surveys in multiple languages to evaluate recreational needs in neighborhoods and the city as a whole (see also Program EDI-1.3B on multi-lingual, culturally competent surveys).

Policy PROS-2.3: Coordinated Programming - Work with local public schools, the County of Marin, sports leagues and athletic associations, community service organizations, and other agencies to provide complementary and mutually supportive programming. Joint ventures with other service providers should be encouraged where appropriate.

Policy PROS-2.4: Social Services - Enhance, and where feasible expand, child care and social services for older adults through the City's parks, schools, and community centers.

Program PROS-2.4A: Operating Hours. Maintain operating hours that meet public needs and accommodate activities such as child care and after school care.

Policy PROS-2.5: Recreation and Health - Provide programs and activities that contribute to physical and mental health, personal growth, and the leisure time needs of San Rafael residents.

Policy PROS-2.6: Local Partners - Engage local artists, athletes, craftspeople, health and fitness workers, creative professionals, and others in the delivery of recreational classes and programs.

Program PROS-2.6A: User Fees. Recover a portion of recreational program costs through user fees, facility rentals, and other direct charges for public use. Provisions to reduce fees for non-profit organizations and low income and special needs patrons should be included.

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Policy PROS-2.7: Community Events - Encourage special events, festivals, street fairs, and community programs that build civic unity and bring residents of different backgrounds together.

Policy PROS-2.8: Community Gardens - Continue to support and maintain community gardens and look for ways to sustain such gardens such as providing recycled water, compost, tools, and storage sheds.

Policy PROS-2.9: Environmental Education - Pursue opportunities for environmental education in parks and open spaces, including classes and programs, interpretive trails and boardwalks, and plaques and markers that raise awareness of nature and climate change.

Policy PROS-2.10: Community Centers - Recognize the role of parks and community centers in supporting community resilience and emergency preparedness.

Goal PROS-3: Protected, Well Managed Open Space - Manage San Rafael's open spaces for all to enjoy.

Policy PROS-3.8: Trails - Encourage the development and maintenance of trails within and between open space areas. Trails should be designed and maintained in an environmentally sensitive manner and should provide safe and secure routes for a variety of users.

Program PROS-3.8B: Trails Master Plan. Pursue grant funding and develop a Trails Master Plan, including provisions to improve access and signage to park and open space areas from San Rafael neighborhoods and balance the needs of different trail user groups. The Master Plan should include recommendations for new and enhanced trails, minimizing wildlife and habitat impacts, use guidelines for a variety of users, signage, surface materials, maintenance, compliance with trail rules, and staging areas. The Plan should incorporate the "greenway" improvements from the Bicycle and Pedestrian Master Plan, as well as plans for the Bay Trail, Canal walkway, North San Rafael promenade, and "water" trails for kayaks in San Francisco Bay. San Rafael's network of neighborhood paths, stairways, and mid-block walkways also should be included.

Safety and Resilience Element

The Safety and Resilience Element of the *General Plan 2040* touches on the protection of life and property from hazards. These hazards include natural hazards such as earthquakes and wildfire, and human-caused hazards such as those related to hazardous materials and their transport and disposal. This Element also addresses hazards related to climate change and emergency preparedness. Regarding the *Citywide Parks and Recreation Master Plan*, this element supports the safety and resilience of the City's recreation facility buildings.

Goal S-2: Resilience to Geologic Hazards - Minimize potential risks associated with geologic hazards, including earthquake-induced ground shaking and liquefaction, landslides, mudslides, erosion, sedimentation, and settlement.

Policy S-2.3: Seismic Safety of Existing Buildings - Encourage the rehabilitation or elimination of structures susceptible to collapse or failure in an earthquake. Historic buildings shall be treated in accordance with the Historic Preservation Ordinance and Historic Building Code.

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Program S-2.3A: Seismic Safety Building Reinforcement. Enforce State and local requirements for reinforcement of existing buildings, including the city’s remaining unreinforced masonry (URM) buildings.

Mobility Element

The Mobility Element plans for a “balanced, multimodal transportation network that meets the needs of all users of streets, roads and highways” in alignment with the California Government Code (Section 65302(b)). This element identifies the general location of existing and proposed major thoroughfares, transportation routes, terminals, airports, and ports, and plans for a transportation network that supports San Rafael’s community. Related to the *Parks and Recreation Master Plan*, this element supports pedestrian mobility and trail networks – an identified priority. The goals, policies, and programs that relate directly to the *Citywide Parks and Recreation Master Plan* follow.

Goal M-3: Cleaner Transportation - Coordinate transportation, land use, community design, and economic development decisions in a way that reduces greenhouse gas emissions, air and water pollution, noise, and other environmental impacts related to transportation.

Policy M-3.7: Design Features that Support Transit - For projects located in or near transit hubs such as Downtown San Rafael, incorporate design features that facilitate walking, cycling, and easy access to transit.

Goal M-6: Safe Walking and Cycling - Encourage walking and bicycling as safe, pleasurable, healthful ways to travel.

Policy M-6.1: Encouraging Walking and Cycling - Wherever feasible, encourage walking and cycling as the travel mode of choice for short trips, such as trips to school, parks, transit stops, and neighborhood services. Safe, walkable neighborhoods with pleasant, attractive streets, bike lanes, public stairways, paths, and sidewalks should be part of San Rafael’s identity.

Program M-6.1A: Bicycle and Pedestrian Master Plan Implementation. Maintain San Rafael’s Bicycle and Pedestrian Master Plan (BPMP) and update the Plan as required to ensure eligibility for grant funding. The BPMP should be a guide for investment in pedestrian and bicycle infra-structure, and for programs to make walking and cycling a safer, more convenient way to travel.

Policy M-6.2: Pedestrian and Bicycle Safety - Identify, prioritize, and implement pedestrian and bicycle safety improvements to reduce collisions and injuries, and eliminate fatalities.

Program M-6.2D: Safe Routes Programs. Work collaboratively with local schools to implement Safe Routes to School programs. Explore similar programs to promote safe routes to parks, work, services, and transit, as well as safe routes for seniors.

Policy M-6.3: Connectivity - Develop pedestrian and bicycle networks that connect residents and visitors to major activity and shopping centers, existing and planned transit, schools, and other neighborhoods. Work to close gaps between existing facilities. Funding and prioritization for projects should consider relative costs and benefits, including such factors as safety, number of potential users, and impacts on parking.

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Program M-6.3A: Implementation of Pathway Improvements. Implement the major pedestrian and bicycle pathway, intersection, and lane improvements included in adopted City plans, including:

- Restoration of pedestrian paths, stairways, and rights-of-way, particularly in the “inner ring” neighborhoods around downtown

Policy M-6.4: Urban Trails Network - Identify, renovate, improve, and maintain an urban trails network to encourage walking and appreciation of historical and new pathways.

Program M-6.4A: Urban Trails Master Plan. As part of a citywide Trails Master Plan, include an “urban trails” component with maps and descriptions of existing and potential urban trails in San Rafael. Urban trails to be identified include, but are not limited to, historic neighborhood stairways and walkways, downtown alleyways, park pathways, and creekside paths. Identify potential funding sources for projects identified in the Plan and include the projects in the Capital Improvements Program.

Policy M-6.7: Universal Design - Design and construct bicycle and pedestrian facilities to serve people of all ages and abilities, including children, seniors, families, and people with limited mobility.

Program M-6.7A: ADA Compliance. Continue efforts to improve access for those with disabilities, including compliance with Federal and State accessibility requirements.

Policy M-6.8: Pedestrian and Bicycle Programming - Continue programs and activities to encourage walking and cycling.

Program M-6.8C: Maintenance of Pedestrian and Bicycle Facilities. Develop a program for prioritizing and funding the maintenance of existing pedestrian and bicycle facilities based on use, connectivity, and facility conditions.

Community Services and Infrastructure Element

The Community Services and Infrastructure Element of the *General Plan 2040* addresses systems vital to San Rafael’s future – schools, libraries, law enforcement, fire and emergency medical services, water, sewer, storm drainage, solid waste, energy, and telecommunication facilities in the City. The City must provide high-quality community services and well operated and maintained infrastructure, including those within the City’s park, recreation, and recreation facility network and programming provisions. The following goals, policies, and programs of this element relate to the *Citywide Parks and Recreation Master Plan*.

Goal CSI-1: Educational Excellence - Promote excellent schools and high-quality, equitable education.

Policy CSI-1.1: Educational Programs - Collaborate with schools to foster educational programs and opportunities that benefit the community.

Program CSI-1.1A: Communication. Maintain regular communications with the School Districts, including periodic joint City Council/School Board meetings, to foster collaboration and address issues of mutual interest.

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Program CSI-1.1B: Partnerships with Schools. Participate in public and private school initiatives to educate students about local issues and City government.

Program CSI-1.1C: Higher Education. Expand partnerships with Dominican University, the College of Marin, and other nearby colleges and universities to support local education and lifelong learning.

Policy CSI-1.2: Schools as Community Hubs - Collaborate with schools to provide greater public access to school facilities for neighborhood and community activities.

Program CSI-1.2A: Joint Use Agreements. Develop joint use agreements with the School Districts and other local academic institutions to improve community access to facilities for recreation, child care, and/or community events.

Policy CSI-1.4: Lifelong Learning - Offer programs and classes that provide the whole community with opportunities for lifelong learning (i.e., opportunities to continue learning beyond formal education and job training).

Program CSI-1.4A: City Programs and Classes. Continue to offer a variety of City-sponsored leisure, recreation, education, and personal enhancement courses and programs for all age groups. Regularly assess participation and public opinion to determine interest and support.

Goal CSI-2: Modern, Welcoming Libraries that Meet Community Needs - Enhance library services and facilities to meet the informational and recreational needs of the community.

Policy CSI-2.1: Library Facilities - Improve library facilities to meet current and future needs and recognize the changing role of libraries in community life.

Program CSI-2.1A: New Main Library. Fund, develop, and construct a new Main Library designed to provide adequate space for collection materials, City programs, public meeting rooms and technology, seating for visitors, and services for special user groups such as children and teens. Develop adaptive reuse plans for the historic Carnegie Library as part of library planning.

Policy CSI-2.4: Libraries as Community Centers - Promote programs and events that affirm the role of the City's libraries as community gathering places and a setting for the open exchange of ideas and information. When planning for library modernization or replacement, include dedicated space for community activities and opportunities for complementary uses such as child care.

Program CSI-2.4A: Focused Services. Provide dedicated library programs for children, youth, older adults, and Spanish-speaking residents. Provide other services, such as free internet access and electrical power during an emergency.

Goal CSI-4: Reliable, Efficiently Managed Infrastructure - Support reliable, cost-effective, well-maintained, safe and resilient infrastructure and utility services.

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Policy CSI-4.1: Capital Investment - Provide for ongoing, preventative maintenance of infrastructure and timely replacement, repair, and upgrading of City equipment.

Program CSI-4.1A: Capital Improvement Programming. Maintain and regularly update a multi-year Capital Improvement Plan (CIP) covering City owned and operated infrastructure and public facilities. Seek the input of other local service providers (MMWD, LGVSD, etc.) when preparing the City's CIP and encourage these agencies to seek City input as they prepare their own CIPs.

Program CSI-4.1B: Funding for Maintenance and Capital Costs. Consider ways to improve the reliability of maintenance funding, such as establishing a reserve fund or voter-approved parcel taxes and special assessments. Identify potential funding sources for unmet and anticipated future capital project needs, such as grants, bond measures, and impact fees.

Program CSI-4.1C: Community-Supported Services. Consider community-supported (e.g., cooperative) services as an alternative to bring fundamental service upgrades to neighborhoods and managing capital costs.

Goal CSI-5: Sound Municipal Financial Practices - Maintain sound financial practices and sufficient revenue sources to provide high quality City services.

Policy CSI-5.6: Public-Private Partnerships - Explore public-private partnerships as a way to develop community facilities or achieve other community benefits (for example, public parking, affordable housing, pedestrian paths, and child care in new development projects).

Arts and Culture Element

The arts are an essential part of San Rafael's identity, making the City an interesting and livable community. The Arts and Culture Element of the *General Plan 2040* sustains the arts as an integral part of life in San Rafael and recognizes the power of the arts to connect people, promote cultural inclusion and diversity, create civic pride and a sense of community, stimulate the local economy, and inspire the creative spirit of San Rafael residents. In relations to the *Citywide Parks and Recreation Master Plan*, this element promotes City recreation programming in the arts as well as enhanced partnership between the City and arts organizations.

Goal AC-1: Arts and Culture that Enrich Community Life - Recognize the potential for the arts to enrich and inspire residents, build a sense of community, bridge differences and forge unity, attract visitors, revitalize the city, and provide economic benefit.

Policy AC-1.1: Cultural Center of Marin - Continue to promote San Rafael as the hub of arts and culture in Marin County.

Program AC-1.1B: Arts Facilities. Support and encourage efforts to improve and sustain local arts facilities, including those operated by government, non-profits, and other organizations, and recognize their role in making San Rafael a regional arts hub.

Program AC-1.2A: Falkirk Cultural Center. Promote the Falkirk Cultural Center as a venue to support and foster the arts and celebrate local culture. Seek funding to rehabilitate and improve the mansion and sustain programs through income-producing activities.

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Program AC-1.1C: Arts and Culture Master Plan. Build on the work done by the County of Marin and San Rafael-based arts organizations to create a San Rafael Arts and Culture Master Plan. All segments of the community, including residents and workers, should be encouraged to participate in this process. The Plan should promote participation of the arts community in civic life, enhance arts programming, promote cultural inclusion, and maximize opportunities for arts events. Potential funding sources for a Master Plan and its implementation should be explored. As part of this process, options for ongoing leadership and arts advocacy should be considered, potentially including an Arts Council, Commission, or similar organization.

Policy AC-1.2: Arts Programming - Encourage and support an array of cultural arts programs and activities addressing the needs and interests of the whole community.

Program AC-1.2A: City Activities. Continue to provide City-sponsored arts classes and cultural activities, including arts programs at San Rafael's community centers. Programs should be equitably distributed around the city so that they can be accessed by all residents.

Program AC-1.2B: Programs for Diverse Populations. Encourage additional inclusive arts programming for the general public, including persons of all socio-economic means, ages, ethnicities, genders, and abilities. Special emphasis should be placed on programs for youth, children, and older adults.

Policy AC-1.3: Partnerships - Promote and strengthen partnerships and collaborative arts programming with local artists, schools and institutions of higher learning, community-based organizations, the County of Marin, the private sector, and non-profit arts organizations.

Program AC-1.3A: Venues. Encourage arts groups, schools, and businesses to conduct programs in City venues. Seek opportunities for the City to use County, institutional, and private space for its arts activities.

Policy AC-1.4: Inclusive Activities - Encourage activities, entertainment and events that reflect San Rafael's diverse cultural heritage and population. Programming should be inclusive of all ages, ethnicities, genders, abilities, and socio-economic groups. Participation in the arts should be supported as a way to promote intercultural understanding, and to bridge differences and forge unity. All residents should have access to arts and cultural activities.

Program AC-1.4A: Equitable Programming. Improve cultural equity and access to arts programming among lower income and non-English speaking residents (for example, through new partnerships, training, outreach strategies, multi-lingual initiatives, and reduced fees for qualifying residents).

Policy AC-1.6: Space for the Arts - Encourage and promote the creation of public and private arts and cultural space in the city, such as galleries, theaters, indoor and outdoor performance spaces, music venues, and cultural centers.

Program AC-1.6C: Central Performance Spaces. Prioritize creation of central outdoor spaces suitable for community-wide events and performances in Downtown San Rafael, the

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Canal neighborhood, and in the North San Rafael Town Center (for example, at Northgate Mall). Provide the necessary infrastructure (electric power, etc.) for these spaces to serve their intended purpose.

Policy AC-1.7: Event Participation - Encourage public and private participation in support of arts and cultural events, including neighborhood fairs and gatherings.

Program AC-1.7A: Sponsorship of Events. Support special events that provide quality arts, cultural, and enrichment activities in locations throughout the community.

Policy AC-1.9: Arts-Supportive Environment - Create an environment that is supportive to arts professionals.

Program AC-1.9C: Showcasing Local Artists. Consider artist in residence programs, poet laureates, City-sponsored lunch concerts and similar events showcasing the work of local artists and performers.

Economic Vitality Element

The City of San Rafael offers an array of goods and services, convenient shopping, restaurants, health care, and entertainment, which create an environment that attracts new residents and new jobs. The Economic Vitality Element of the *General Plan 2040* guides the City toward a healthy and resilient economy. The following goals, policies, and programs of this element relate to the *Citywide Parks and Recreation Master Plan*.

Goal EV-1: A Healthy and Resilient Economy - Maintain a healthy and resilient local economy that attracts investment, creates jobs, and provides services for residents and visitors.

Policy EV-1.1: Quality of Life - Recognize the importance of a healthy economy to the quality of life, especially the ability to provide excellent schools, public safety services, public works, recreation, housing programs, and other government services.

Goal EV-2: A Diverse and Balanced Business Mix - Sustain a diverse and balanced local economy that provides a wide range of goods, services, and opportunities.

Policy EV-2.5: Tourism and Hospitality - Recognize and support tourism and hospitality as a significant contributor to San Rafael's economy.

Program EV-2.5C: Special Events. Encourage special events and festivals that draw visitors to San Rafael, showcase its vibrant arts and cultural scene, and have net positive effects on local businesses and City revenues. Work with local retailers to ensure they can remain open and easily accessible when these events take place.

Equity, Diversity, and Inclusion Element

The Equity Diversity and Inclusion (EDI) Element recognizes environmental justice and social equity as important issues in San Rafael and outlines the City's commitment to work toward a more just and equitable future for all residents. This element supports planning with an 'equity lens' where decisions about the allocation of future resources considers historic advantages or disadvantages that have affected residents.

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This element takes a particular look at the Canal community, or Census Tracts 1122.01 and 1122.02, as it compares to other neighborhoods in the City and acknowledges that this community has a disproportionate concentration of households facing significant socioeconomic disadvantages. In addition to addressing the Canal community, this element supports the equitable provision of park and recreation services for all community members.

Goal EDI-2: Healthy Communities and Environmental Justice - Support public health and wellness through community design in all parts of the city.

Policy EDI-2.1: Neighborhood Design for Active Living - Improve the design of San Rafael's neighborhoods to promote physical activity for all residents, including opportunities for safe walking and cycling, and walkable access to goods and services.

Program EDI-2.1A: Pedestrian and Bicycle Improvements. Implement pedestrian and bicycle improvements, as described in the General Plan Land Use and Mobility Elements and the San Rafael Bicycle and Pedestrian Master Plan. This should include improved safety features, streetscape and landscape improvements, and other improvements that make it safer, easier, and more comfortable to be physically active in San Rafael, particularly in neighborhoods with less access to these features today.

Program EDI-2.1B: Public Health as an Evaluation Metric. Consider public health data such as rates of asthma, heart disease, and obesity when prioritizing capital improvements such as bike lanes, new parks, and sidewalk improvements.

Policy EDI-2.2: Safe Space for Physical Activity - Provide safe physical spaces for children and families to play and be physically active in all neighborhoods, particularly in the Canal area and other neighborhoods where many homes lack outdoor living space.

Program EDI-2.2A: Increasing Usable Public Space. Pursue opportunities for additional programmed public outdoor space, with a priority on higher density neighborhoods. Consider the use of City-owned vacant lots or rights-of-way as improved open space.

Policy EDI-2.3: Community Health - Increase community awareness about best practices for maintaining physical and mental health. Incorporate such practices in City-sponsored activities and programs.

Program EDI-2.3A: HEAL Campaign. Participate in the Marin Countywide Healthy Eating Active Living (HEAL) campaign, supporting actions that transform the physical environment to improve health, well-being, and physical activity.

Program EDI-2.3B: Health Fairs. Encourage multilingual community health fairs and other events that raise awareness of public health among all residents. Demonstrate best practices for public health and wellness at City-sponsored activities, such as serving healthy foods and encouraging walking and bicycling to the event.

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Policy EDI-2.8: Food Access - Expand access to healthy food and nutritional choices in San Rafael through conveniently located grocery stores, small markets, farmers markets, and community gardens, particularly in lower income areas where existing fresh food options are limited.

Policy EDI-2.9: Urban Agriculture - Promote and support small-scale, neighborhood-based, food production, urban agriculture, and reliable food supply lines from regional growers.

Goal EDI-4: Equitable Service Delivery - Improve self-sufficiency and empowerment among lower income and immigrant communities through equitable access to education, health care, public safety, transportation, and social services.

Policy EDI-4.1: Prioritizing Public Investment in Disadvantaged Communities - Prioritize public investment in capital projects and public facilities that meet the needs of disadvantaged communities.

Policy EDI-4.2: Equitable Maintenance of Streets and Public Space - Ensure that street cleaning, litter removal, abatement of illegal dumping, and the repair of roads, sidewalks, streetlights and public facilities, is performed equitably across the city. Responses to reports of nuisances and violations should be performed without regard to income or tenure.

Program EDI-4.2A: Nuisance Reporting Systems. Support programs that allow residents and businesses to easily report incidences of illegal dumping, roadside garbage and litter, vandalism, graffiti, noise, smoke and fumes, and other nuisances. Maintain data on calls, responses, and follow-up activities.

Program EDI-4.2B: Security and Safety Improvements. Pursue public safety improvements, including street lighting, security cameras, better wayfinding signage, and improved sidewalk conditions, with a focus on neighborhoods with higher levels of need and fewer available resources.

Policy EDI-4.4: Public Health Equity - Promote community health services, programs, and partnerships that improve outcomes for economically disadvantaged residents, including better access to medical, mental health, and social services.

Program EDI-4.4A: Mobile Health Care. Facilitate the use of public buildings such as libraries and community centers for “pop up” health services and other activities that promote wellness.

Goal EDI-5: Access to Education and Economic Opportunity - Reduce barriers to education and economic mobility for all San Rafael residents.

Policy EDI-5.1: Child Care and Early Childhood Development - Support expanded capacity for affordable childcare and early childhood development centers in San Rafael, including City-sponsored programs.

Policy EDI-5.2: After School Activities - Provide safe, affordable after-school opportunities for children and teens, along with information on programs for members of the community who may

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be unaware of these opportunities. Work with the community to identify gaps and unmet needs, such as extended hours and weekend activities, and to increase access to services.

Goal EDI-6: An Age-Friendly Community - Enhance the quality of life for older adults in San Rafael.

Policy EDI-6.1: Planning for an Aging Population - Proactively address the needs of San Rafael's aging population through collaboration, planning, and programs. Monitor trends and data so that services are responsive to needs.

Program EDI-6.1A: Age Friendly Plan. Prepare an Age-Friendly Strategic Plan for San Rafael that identifies specific and culturally responsive actions to ensure that older adults may thrive in the community. Periodically monitor progress on Plan implementation, consistent with WHO Age-Friendly Global Network guidelines.

Policy EDI-6.3: Mobility for Older Adults - Maintain mobility options for San Rafael's older adults by providing safe streets and flexible, responsive public and private transportation services, including services specifically designed for those with mobility limitations.

Program EDI-6.3B: Universal Access. Incorporate principles of universal access in the design of public facilities, sidewalks, and outdoor spaces and buildings. Reduce risks associated with falling and improve lighting and sidewalk conditions in areas where hazards may exist.

Policy EDI-6.4: Accessible Community Services - Provide a range of convenient and accessible services for San Rafael's older adults, including health and wellness, caregiving, recreation and fitness activities, age-friendly technology, and social services.

Program EDI-6.4A: Access to Resources. Improve access to community programs and resources for older adults, including increased on-line services and technology training and partnerships with Marin County In-Home Supportive Services.

Policy EDI-6.6: Social Connections - Strengthen social connections for older adults living alone by providing accessible community activities, programs that avoid loneliness and social isolation, and demonstrating respect and value for each individual.

Program EDI-6.6A: Inclusion and Participation Initiatives. Provide opportunities for social connections, including discounted or free community events, intergenerational programs (for example, pairings of students and older adults), mental health services, multicultural programs, and working with organizations such as Marin Villages to engage and empower older adults.

II. DOWNTOWN PRECISE PLAN, 2021

Introduction

The San Rafael *Downtown Precise Plan*, adopted in 2021, provides a 20-year roadmap for the City to achieve goals of increasing housing diversity and equity, improving walkability and transportation options, and advancing resiliency to climate change, within the City's downtown planning area. This *Precise Plan* implements the community's vision to create opportunities for reinvestment and future development that is feasible, predictable, and consistent within the downtown San Rafael.

Related to the *Citywide Parks and Recreation Master Plan*, Albert Park and Boyd Memorial Park are included within the limits of the *Downtown Precise Plan* as well as topics of pedestrian mobility that are in alignment with the City's recreation interests. San Rafael's downtown area provides a central location and an established regional center with a walkable downtown and access to nature – key opportunities identified in the *Precise Plan* that relate to the City's recreation network.

Design Principles and Guiding Policies

The *Downtown Precise Plan* develops design principles and guiding policies to provide guidance of future development in the downtown area. The following design principles and guiding policies inform the *Citywide Parks and Recreation Master Plan*.

Principle 4: Establish a network of attractive and welcoming streets and civic spaces.

Policy 4A. Improve existing civic spaces such as Courthouse Square, Boyd Park, and Albert Park through design improvements and programming.

Policy 4B. Create new civic spaces as feasible, focusing on Fourth Street, and use underutilized and vacant City-owned parcels to create short-term civic spaces.

Policy 4C. Incentivize private developers to provide and maintain new publicly accessible spaces.

Policy 4D. Improve access to the San Rafael Canal waterfront and Downtown creeks.

Policy 4E. Employ "best practices" design and community surveillance strategies to ensure that civic spaces are well-maintained, safe, and accessible for people of all ages and abilities.

Policy 4F. Support existing Downtown activities and events and introduce new ones to attract residents and visitors.

Policy 4G. Include public art and signage in civic spaces and streetscapes to strengthen identity, improve wayfinding, and highlight community landmarks. Develop incentives for public art as part of private development.

Principle 6: Reinforce Downtown's eclectic character with historic preservation and new context-sensitive development.

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Policy 6A. Protect historic and cultural landmarks and celebrate them in the design of the built form and public realm.

Policy 6B. Use appropriate historic preservation tools to safeguard the built character of historic resources while accommodating sensitive modifications and additions as needed.

Policy 6E. Utilize preservation and adaptive use strategies, and incentivize private developers to reinvest in existing buildings and redevelop sites with historic or cultural resources.

Policy 6F. Plan activities and events focused on raising awareness about Downtown's history and cultural heritage.

Planning Sub-Areas

In the *Downtown Precise Plan's* Design Vision the City's downtown is divided into 4 sub-areas for planning purposes – Downtown Gateway, Downtown Core, West End Village, and Montecito Commercial. Within these sub-areas, several parks, plazas, and civic spaces are proposed that are considered in the *Citywide Parks and Recreation Master Plan*.

In the illustrative vision for the Downtown Gateway sub-area, the opportunity to create a public plaza at the proposed SMART Transit Station, between Fourth Street and Fifth Avenue, is designated a potential built outcome. This transit plaza is also designated a high priority and near-term (completed 2021-2025) project in the *Downtown Precise Plan's* priority project for transportation and public realm improvements.

The Downtown Core sub-area includes Albert and Boyd Memorial Parks. In the illustrative vision for the Downtown Core a new main library and refurbished community center, as well as the potential to revitalize Albert and Boyd parks through public-private partnerships, are noted as potential built outcomes in the *Downtown Precise Plan*. Within the Downtown Core sub-area, a multi-use path along the north and east sides of Albert Park is also proposed, as part of the *Precise Plan's* bicycle priorities. Additionally, Boyd Memorial Park's Gate House is a designated historic building within the Downtown Core sub-area that is identified as a resource to be supported and protected.

The illustrative vision for the West End Village sub-area includes a proposed new, neighborhood-scale pocket park created from redevelopment for enhanced civic space along the Fourth Street corridor. This pocket park project is designated a medium priority and long-term project in the *Downtown Precise Plan's* priority project for transportation and public realm improvements.

In the Montecito Commercial sub-area, the illustrative vision includes a waterfront promenade along the San Rafael Creek canal connecting the area to Downtown, Albert Park, and the Tamalpais Greenway. The Montecito promenade is designated a high priority and near to long-term project in the *Downtown Precise Plan's* priority projects for transportation and public realm improvements. Beach Park is located across the Canal from the Montecito Commercial sub-area and may support a pedestrian connection in the long-term.

Economic Development Strategy

Beyond parks, plazas, and civic spaces the *Downtown Precise Plan* also presents an economic development strategy aimed at strengthening the Downtown's role as a regional center and ensuring a high quality of life for San Rafael's residents and workers. The following economic development strategies relate to the *Citywide*

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Parks and Recreation Master Plan, with action items noted under Strategy 4 being the responsibility of the San Rafael Library and Recreation Department.

Strategy 2: Maintain and enhance Downtown's contribution to the City's fiscal vitality

Action 8B.2.9. Work with Downtown stakeholders and create regular opportunities for community events on Fourth Street including street closures to encourage outdoor dining, shopping and recreation.

Strategy 4: Strengthen Downtown as a community and regional destination.

Action 8B.4.1. Build on the California Arts and Cultural District designation with expanded programming in partnership with local and regional arts and cultural organizations.

Action 8B.4.3. Continue to provide high quality public services and facilities Downtown, including recreational and cultural amenities.

III. *CLIMATE CHANGE ACTION PLAN 2030, 2019*

Introduction

The 2019 *Climate Change Action Plan 2030* is a planning document to guide the City of San Rafael in developing programming and actions to reduce greenhouse gas emissions – pollutants that cause climate change. Recommendations to reduce greenhouse gas emissions are provided for both the community of San Rafael as well as for government operations. The City's park and recreation network supports the City's efforts in reducing greenhouse gas emissions through educational programming and the provision of energy and resource efficient operational services.

Measures

The following measures identified in the *Climate Change Action Plan 2030* are relevant to the City's *Park and Recreation Master Plan*.

Low Carbon Transportation Measures to Reduce Community Emissions

LCT-C2: Bicycling

Encourage bicycling as an alternative to vehicular travel through outreach channels and partner agencies. Establish and maintain a system of bicycle facilities that are consistent with the City's Bicycle and Master Pedestrian Plan and Complete Streets policies.

- a. Provide bicycle racks and lockers for public use.
- b. Participate in a bike share program.

LCT-C3: Walking

Encourage walking as an alternative to vehicular travel through outreach channels and partner agencies. Establish and maintain a system of pedestrian facilities that are consistent with the City's Bicycle and Pedestrian Master Plan and Complete Streets policies.

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LCT-C4: Safe Routes to School

Continue to support the Safe Routes to School Program and strive to increase bicycling, walking, carpooling, and taking public transit to school.

- b. Identify issues associated with unsafe bicycle and pedestrian facilities between neighborhoods and schools, apply for Safe Routes to School grants, and execute plans to improve pedestrian and bicycle facilities.

Low Carbon Transportation Measures to Reduce Government Emissions

LCT-M4: Municipal Electric Landscape Equipment

Replace gas-powered leaf blowers and other landscape equipment with electric models.

Energy Efficiency Measures to Reduce Government Emissions

EE-M3: Energy Conservation

Reduce energy consumption through behavioral and operational changes.

- a. Establish energy efficiency protocols for building custodial and cleaning services and other employees, including efficient use of facilities, such as turning off lights and computers, thermostat use, etc.
- b. Incorporate energy management software, electricity monitors, or other methods to monitor energy use in municipal buildings.
- c. Investigate 9/80 work schedule for City facilities where feasible and where facilities can be shut down entirely.

Renewable Energy Measures to Reduce Government Emissions

RE-M1: Solar Energy Systems for Municipal Buildings

Install solar energy systems at municipal buildings and facilities where feasible and investigate and pursue innovative technologies such as battery storage and demand response programs.

Water Conservation Measures to Reduce Government Operations Emissions

WC-MC1: Municipal Water Use

Reduce indoor and outdoor water use in municipal facilities and operations.

- d. Replace high water use plants and inefficient irrigation systems with water-efficient landscaping.
- e. Investigate synthetic turf that uses organic infill for ball fields and parks to reduce water, herbicide use, and maintenance costs, while increasing field use throughout the year.
- f. Replace inefficient plumbing fixtures with high-efficiency fixtures.
- g. Use recycled water as available and practicable.

Sequestration and Adaptation Measures to Reduce Community Emissions

SA-C1: Urban Forest

Increase carbon sequestration and improve air quality and natural cooling through increasing tree cover in San Rafael.

- f. Encourage the creation of community gardens on public and private lands by community groups.
- h. Manage trees and invasive species in the open space for forest health and reduction of fuel

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SA-C2: Carbon Sequestration

Increase carbon sequestration in the built environment, developed landscapes, and natural areas.

- c. Manage parks and open spaces to steadily increase carbon in vegetation and soil.

Community Engagement Measures to Reduce Community Emissions

CE-C2: Community Engagement

Implement a communitywide public outreach and behavior change campaign to engage residents, businesses, and consumers around the impacts of climate change and the ways individuals and organizations can reduce their GHG emissions and create a more sustainable, resilient, and healthier community. Create an overarching theme to articulate a long-term goal, motivate community members, and brand a comprehensive suite of GHG-reduction programs. Prioritize promotion of programs that have the greatest greenhouse gas reduction potential while utilizing the latest social science on behavior change. Emphasize and encourage citizens' involvement in reaching the community's climate goals, including innovative means of tracking milestones and comparing San Rafael's performance with other communities and with state, national and global benchmarks.

- j. Use creative methods to engage the public, such as games, giveaways, prizes, contests, simple surveys, digital tools, and “pop-up” events.
- k. Develop pilot programs using community-based social marketing and other social science-based techniques to effect behavior change.

IV. SAN RAFAEL BICYCLE AND PEDESTRIAN MASTER PLAN, 2018

Introduction

The 2018 *San Rafael Bicycle and Pedestrian Master Plan*, an update to the 2011 *Bicycle and Pedestrian Master Plan*, documents conditions for bicycling and walking in San Rafael and outlines steps to improve safety, act on community needs, and improve mobility options for the San Rafael community. Pedestrian mobility is a key component of the City's recreation network, with the 2017 pedestrian and bicyclist survey finding that 71% of respondents listed parks and trails as their top bike destinations.

Proposed Projects

While the *Bicycle and Pedestrian Master Plan* does not propose pedestrian projects within the City's parks, it does provide recommendations for mobility improvements adjacent to some City recreation amenities. The *Citywide Parks and Recreation Master Plan* will continue to support bike and pedestrian mobility throughout the City. Below are proposed projects relevant to the *Citywide Parks and Recreation Master Plan*. Projects are organized into 7 geographic groups within the City, numerated A through G.

Group D – Central San Rafael Connections

D-7: Albert Park Path Connection – First Street to Albert Park Path

Notes: Fairfax to San Rafael Cross Marin Bikeway Feasibility Study: Create Class I multi-use path along the south side of the Safeway property and the north side of the San Rafael



SAN RAFAEL CITYWIDE PARKS AND RECREATION MASTER PLAN

Community Center property that connects to the existing Albert Park Path with a transition to the existing Class II bicycle lanes on Andersen Drive.

D-11: First Street – B Street

Notes: Study bicycle and pedestrian intersection treatments to improve transition from proposed Class III bicycle boulevard on First Street to proposed Class I multi-use path (Albert Park Path Connection).

D-12: Andersen Drive – Albert Park Path to Mahon Creek Connector

Notes: Fairfax to San Rafael Cross Marin Bikeway Feasibility Study: Extend Class I multi-use path along Andersen Drive from Albert Park Path to Mahon Creek Connector. May require the removal of on-street motor vehicle parking on the south side of Andersen Drive, the relocation of trees and/or utility poles, and the relocation of existing center median and turn lanes.

D-13: Andersen Drive – Lindaro Street

Notes: Fairfax to San Rafael Cross Marin Bikeway Feasibility Study: Create diagonal path through intersection to connect the Mahon Creek Connector to the Albert Park Path; create bicycle- and pedestrian-specific traffic signal phasing; improve transition between path and roadway.

Group F – Canal Connections

F-6: Yacht Club Drive – Francisco Boulevard East to Yacht Club Drive North terminus/Beach Park

Notes: Canalfront Conceptual Design Plan (2009): Study improved bicycle access from Canal neighborhood to Beach Park via Class III bicycle route and addition of short-term bicycle parking at Beach Park; alternative route: Class I multi-use path from Grand Avenue to north terminus of Yacht Club Drive.

F-9: Canal Street – Harbor Street to Pickleweed Community Center entrance

Notes: Study upgrade of existing Class III bicycle route to Class III bicycle boulevard, Class II bicycle lanes (as noted in the Canalfront Conceptual Design Plan), or advisory bicycle lanes [part of SF Bay Trail alignment].

F-10: Canal Street – Sorrento Way to Schoen Park (east end)

Notes: The San Francisco Bay Trail Project: Gap Analysis Study (2005): Part 1 - Close gap between Class III bicycle route on Canal Street at Sorrento Way and existing Class I multi-use path at entrance to Pickleweed Park (Note: Project has environmental considerations). Part 2 - Pave existing unpaved segments of Class I multi-use Path in Pickleweed Park from northwest corner of playing field to northeast corner of playing field. Part 3 - Close gap between existing Class I multi-use path in SE corner of playing field of Pickleweed Park and

SAN RAFAEL CITYWIDE PARKS AND RECREATION MASTER PLAN

the existing Class I multi-use path terminus on east end of Schoen Park [part of SF Bay Trail alignment].

V. *CANALFRONT CONCEPTUAL DESIGN PLAN AND DESIGN GUIDELINES, 2009*

Introduction

The *Canalfront Conceptual Design Plan* develops an outline for creating a promenade connecting Starkweather Shoreline Park through the Canal neighborhood and across the canal waterway east toward China Camp State Park. The *Canalfront Design Guidelines* is a companion document to the *Design Plan*, providing guidelines for building design in the plan area and desired recreation amenities. The recommendations set forth in these plans inform the *Citywide Parks and Recreation Master Plan*, particularly in areas serving the canal community, providing recreational shoreline access, developing new mini-parks at the San Rafael Yacht Harbor, and the City's Beach Park property. The *Design Plan* addresses 4 goals:

- Define access points to and along the Canal waterfront
- Identify the most appropriate location and type of a Canal crossing improvement(s)
- Serve as a foundation for completing the Bay Trail from Pickleweed Community Center to Pt. San Pedro Road
- Provide design guidelines to maximize waterfront amenities through redevelopment opportunities along the Canalfront

Area-Wide Design Guidelines

The *Canalfront Design Guidelines* document provides design guidelines that apply to the entire area defined as the San Rafael Canalfront planning area. These guidelines promote quality of life for the Canal community as well as visitors. In applying area-wide guidelines, the planning areas benefit from establishing a common identity for projects related to the Canal. The following area-wide design guidelines inform the *Citywide Parks and Recreation Master Plan*.

Water's Edge – Paseo, Boardwalk or Pathway

- Provide public access to maritime uses of the Canal in the form of kayak launches, boat docks, public boat tie ups, etc. as is appropriate per the San Rafael *Canalfront Conceptual Design Plan*.
- New public amenities along the water's edge should be designed with maritime uses, both commercial and recreational, in mind. For example, where appropriate, new development should accommodate and encourage recreational boat traffic (canoes, paddle boats, sail boats, etc.) along the Canal.
- Public boat docks and launches for small, non-motorized personal watercraft such as kayaks, canoes and sail boats are strongly encouraged.

Public Open Spaces

- Providing outdoor spaces, such as plazas and courtyards, is encouraged as part of any new public and private development in the area, particularly along the canalfront. Due to high vehicular traffic

SAN RAFAEL CITYWIDE PARKS AND RECREATION MASTER PLAN

volumes in this area, consider including interior courtyards or canalfront patios as part of any new retail development including restaurants. Outdoor spaces should include access to power, water, and other utilities as may be necessary to support public events.

- Public and recreational uses of City-owned or controlled outdoor spaces, particularly those that encourage connectivity within the canalfront area or to adjacent City neighborhoods, is encouraged. One example is the area under Highway 101 where improvements to pedestrian and bicycle access would be beneficial for safety reasons as well as to strengthen the connection between the canalfront and downtown San Rafael.
- Provisions for public access to and along the water's edge is strongly encouraged whenever possible, as is connecting to other City trails in the area such as along Mahon Creek.
- The inclusion of family-friendly and multi-generational amenities in public parks and open spaces in the Canal Neighborhood is strongly encouraged.

The *Canalfront Conceptual Design Plan* divides the planning area into four sub-areas - Transit Center Area, West Canal Area, Canal Street Area, and Pickleweed Park. The following are design recommendations and guidelines, per sub-areas, that relate to the *Citywide Parks and Recreation Master Plan*.

Sub-Area Recommendations and Design Guidelines

In addition to the area-wide design guidelines, the *Canalfront Design Guidelines* provides direction specific to sub-areas within the Canalfront. These guidelines recognize that each planning sub-area maintains unique qualities for development consideration.

Area 1 : Transit Center Area and Vicinity

Recommendations

- Explore the feasibility of a pedestrian and bicycle connection from the Canal Paseo under Highway 101 to connect to the Mahon Creek path.
- Study opportunities to improve the open areas under 101 with other uses, such as recreational amenities or exercise stations.

Design Guidelines

A1: Public Open Space

- Improvements to pedestrian and bicycle access under Highway 101 should be explored for safety reasons as well as to strengthen the connection between the Canal and Montecito neighborhoods and downtown San Rafael.
- An accessible and welcoming park-like setting would be ideal in the open space under the freeway.

Area 2: West Canal Area

Recommendations

- Study the possibility of a publicly accessible boat dock along the north waterfront.
- Create connections from Mary and Union streets to the Canal. Encourage visual and pedestrian access to the paseo. Future development of adjacent areas should extend pedestrian corridors and alleys to the Canalfront walkway.

SAN RAFAEL CITYWIDE PARKS AND RECREATION MASTER PLAN

- Redesign and revitalize Beach Park and Yacht Club Drive to incorporate better access areas such as viewing terraces and picnic areas, enhanced marine uses (i.e. a non-motorized small boat launch), beach volleyball or other recreation, and a children's area with a marine theme. Encourage water-related concessions in the park such as a kayak launch, a canoe school, or sailboat rentals.
- Investigate the acquisition of a parcel of land at the southeast corner of the intersection of Second Street and Grand Avenue for a public park/plaza, and entryway to the Canal waterfront.

Design Guidelines

A2: Marine Related Amenities

- A publicly accessible boat dock at or near the Montecito Shopping Center is encouraged so that boaters could access the businesses and restaurants.
- A concession for boat rentals (canoes, kayaks, peddle boats, etc.) is also encouraged in this location.

A2: Public Open Spaces

- The improvement of Beach Park is envisioned as part of the San Rafael *Canalfront Conceptual Design Plan*. Together with the adjacent City-owned land that fronts the Turning Basin, Beach Park has the potential to be a key public gateway to the Canalfront.
 - The unique setting of the park will draw local residents as well as visitors from other City neighborhoods, and the amenities should be designed with this in mind.
 - Conceptually the park design should acknowledge the cultural history and/or natural environment unique to the Canal. Interpretation of such themes is encouraged.
 - The park itself should “face” and safely engage the water’s edge. This edge should not be considered the “back” of the park.
 - A boat launch is strongly encouraged. The inclusion of additional amenities such as a public boat dock and/or ramp should be studied.
 - The facilities currently used by San Rafael High School’s sailing club should be maintained for that use if appropriate and feasible.
 - Connecting and utilizing all of the City-owned property to create one park parcel is encouraged.
 - Picnic areas and other family-friendly activities such as a safe play area for young children are encouraged.
 - Appropriate themes for play areas and activities may relate to water, the Canal and the bay; native flora and fauna; boats and ships, etc.
 - The park has hosted beach volleyball and bocce ball in the past; the community should be surveyed to see if these uses are still pertinent and desirable.
 - Amenities such as permanent rest rooms and parking are encouraged.
 - Careful attention to lighting design and safety should be paid.
- Encourage retail businesses, restaurants and/or other private concessions to locate near Beach Park. This will draw people to the canalfront and support the creation of lively and active public spaces in the area.

SAN RAFAEL CITYWIDE PARKS AND RECREATION MASTER PLAN

- The renovation of the mini-park at the end of Canal Street is envisioned as part of the *San Rafael Canalfront Conceptual Design Plan*.
 - Although small, this public space has a unique setting at the mouth of San Rafael Yacht Harbor that should be highlighted as much as possible.
 - This mini-park would function best as a primarily paved, multi-use, flexible gathering area.
 - Public art, related to the culturally diverse history of the neighborhood, is encouraged.
 - Picnic tables, seating for small groups and game tables could be appropriate.
 - The view toward the Canal should be open and free from obstructions as much as possible.
 - The water's edge may include a boat launch area, but should be made safe for visitors.
 - Night time lighting, if desired, should be carefully designed to emphasize safety.
- The City-owned property at the end of Mill Street should become a public mini-park where local residents and people who work in the area could come for fresh air or to eat their lunch.
 - Ideally, visual access to the water's edge along the San Rafael Yacht Harbor should be included.
 - The mini-park should be primarily paved and very simply designed with basic site amenities such as benches, trash and recycling receptacles, bicycle racks, etc.
 - Shade could be provided by a trellis, arbor, structure or trees.
 - Parking should be removed to allow pedestrians and cyclists to inhabit the space.
- The City-owned property at the end of Front Street should become a public mini-park and water access point for boaters and kayakers.
 - Visual and physical access for boats and kayaks to the water's edge should be maintained and improved for functionality and safety. The design of the mini-park should largely be informed by this use.
 - The mini-park should be primarily paved and very simply designed with basic site amenities such as benches, trash and recycling receptacles, bicycle racks, etc.
 - Shade could be provided by a trellis, arbor, structure or trees if appropriate.
 - The design should also encourage coordinated uses with the adjacent restaurant(s) as much as possible.

Area 3: Canal Street Area

Recommendations

- Develop a continuous publicly accessible pedestrian walkway on the waterfront as opportunity arises.

Design Guidelines

A3: Marine Related Amenities

SAN RAFAEL CITYWIDE PARKS AND RECREATION MASTER PLAN

- Public access to the water should be planned and provided at key points along the Canalfront and accessed easily from Canal Street. Public boat docks and boat launches are encouraged where appropriate and possible. A minimum of one of each is suggested for this area.

Area 4: Pickleweed Park Area

Recommendations

- Study the area in front of the Pickleweed Community Center to incorporate a Class II bicycle route from the existing Starkweather Shoreline Bay Trail.
- Design a small non-motorized personal watercraft launch area at the northern end of Pickleweed Park and evaluate the area west of the Pickleweed Community Center for ways to transport watercraft from the parking lot to the launch area.
- Provide a path accessible for maintenance vehicles and pedestrians around the perimeter of Pickleweed Park, while also maintaining the natural character of the existing trail.
- Provide seating areas for wildlife observation in Pickleweed Park.
- Enhance habitat along the shoreline and within the park where possible.
- Provide interpretive signage along the Bay Trail path around the waterfront edge of Pickleweed Park.

A4: Public Open Spaces

- Any proposed changes or improvements to Pickleweed Park should align with the park's adopted master plan under the guidance of the City's Community Services Department.

APPENDIX E

City of San Rafael
**CITYWIDE PARKS AND RECREATION
MASTER PLAN**

Park Inventory and Assessment

2022-08-12



SAN RAFAEL
THE CITY WITH A MISSION

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Landscape
Architecture
& Planning

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INTRODUCTION

An inventory and assessment of San Rafael’s parks was conducted by members of the Consultant team with assistance from City staff. This assessment reviews how each park asset currently serves the community and where they hold potential for site improvement and recreation opportunities. Each City-owned park was inventoried for the following information:

Location – Address or intersection

Size – Site acreage

Park Type – Pocket Park, Neighborhood Park, Community Park, Special-Use Park, Community Garden

History – Construction date (if known) and development over time

Current Condition – Excellent, Good, Fair, or Poor

- Excellent – highly functional, new, or recently replaced
- Good – very functional, new, or recently replaced with minimal wear
- Fair – functional but nearing end of useful life and replacement
- Poor – not functional, at the end of useful life, and requiring replacement

Amenity, Furnishings, and Facility Inventory – Site amenities such as sport courts, picnic tables, seating, restrooms, etc.

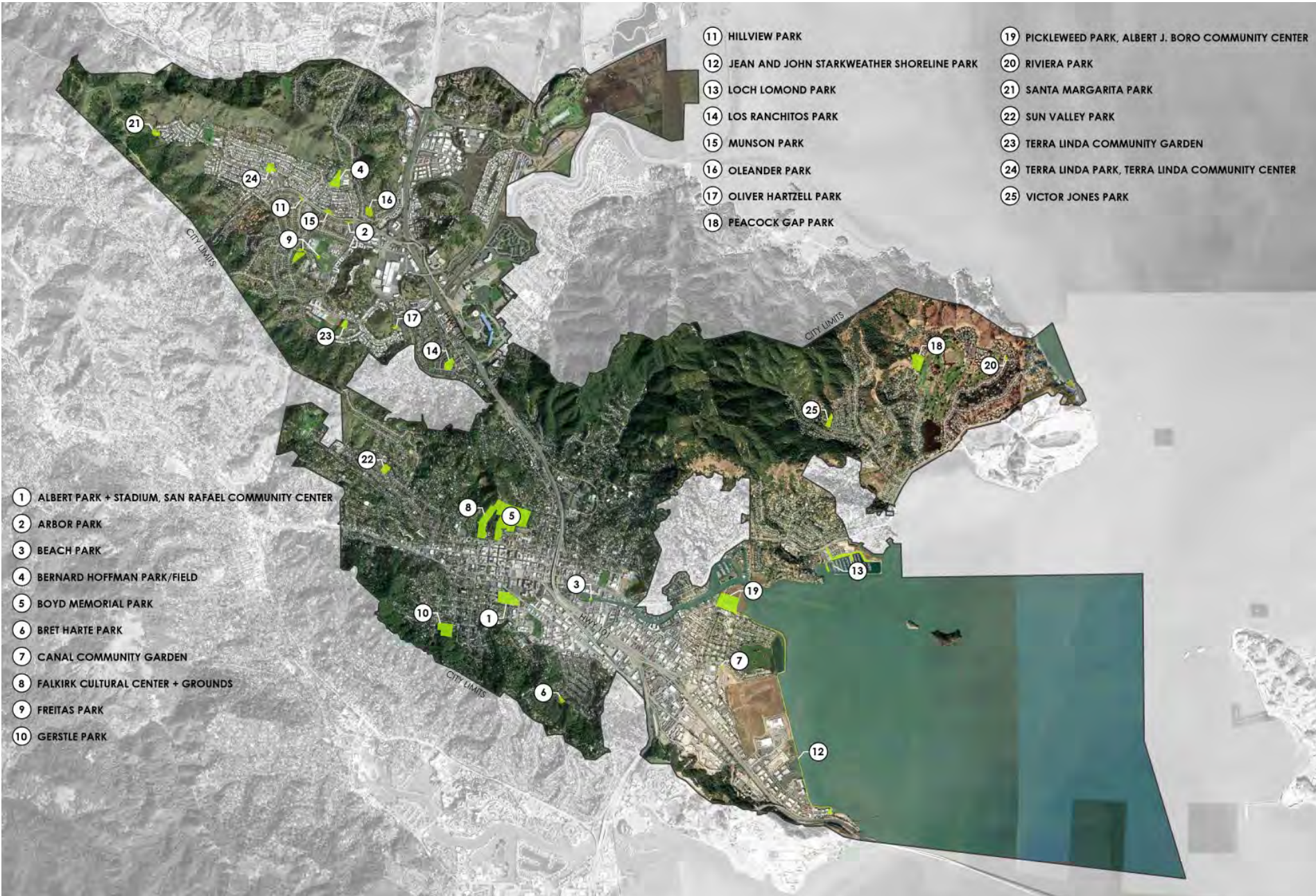
Recreation Provided – Capacity for various recreation activities such as organized sports and play areas

Constraints – Observed features that limit the site’s recreation potential

Estimated Maintenance – Observed maintenance issues and current practices

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PARK AND RECREATION FACILITIES MAP



ALBERT PARK



ALBERT PARK

LOCATION: 151 Andersen Drive

SIZE: 13.3 Acres¹

PARK TYPE: Community Park¹

HISTORY:

- 1937 – Albert family convey 9 acres of property to City of San Rafael for neighborhood park
- 1950 – Albert Stadium completed
- 1978 - Master Plan developed
- 1993 - Albert Park Master Plan Renovation Plan
- 1994 - Agreement with Marin Bocce to build publicly accessible bocce ball facility and formal garden
- 1997 - Bocce court expansion
- 2001 – Parkside Children’s Center completed
- 2019 – Playground replacement completed

CURRENT CONDITION

Poor Fair **Good** Excellent

INVENTORY

AMENITIES	Baseball/Softball field, lit
	Bocce courts (8) Outdoor, (2) Indoor – Marin Bocce Federation
	Grass lawn
	Paved paths – concrete and asphalt
	Playground – school and tot age
	Rose Garden – Marin Bocce Federation
	Tennis courts (4), lit – (1) with pickleball striping

FURNISHINGS	Benches
	Bike parking
	Drinking fountains
	Picnic table
	Trash receptacles

FACILITIES	Albert Park Stadium
	Marin Bocce Federation
	Parkside Children’s Center
	San Rafael Community Center

RECREATION PROVIDED

- Baseball/softball rentals - Marin Catholic, Dominican College, San Rafael High School, MCLA Championship, Marin Baseball, San Rafael Little League, Marin Academy, Bee Stings
- City programming at baseball/softball field
- Tennis and pickleball
- Bocce – Marin Bocce Federation
- Rose Garden – public access and rentable for events, managed by Marin Bocce
- Passive play and recreation – playground, lawn
- Childcare – preschool and school age

CONSTRAINTS

- Mahon Creek along Albert Park Lane – potential flood control challenge
- Homelessness and safety - greater homelessness presence prior to playground replacement, however homeless community remain close to San Rafael Community Center
- High-use tennis courts
- Baseball/softball field maintenance

ALBERT PARK

ESTIMATED MAINTENANCE

- High-use tennis courts
- Baseball/softball field maintenance
- Standard maintenance – lawn, weed abatement, irrigation, trash, blowing
- High amounts of garbage from homeless population and illegal dumping
- Bathroom cleaning and maintenance

ADDITIONAL OBSERVATIONS

- Albert Park is a heavily used community park
- 2019 playground replacement eased undesirable activities such as camping and illicit activities, although issues persist
- Agreement with Marin Bocce to build publicly accessible bocce ball facility has been extended over time for Bocce improvements and programming
- Large lawn is popular with dog owners
- No park restroom - restrooms are only provided within recreation facilities
- Site has had major water leak challenges, possibly in both domestic and irrigation lines

¹ *San Rafael General Plan 2040*

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ARBOR PARK



ARBOR PARK

LOCATION: Manuel T. Freitas Parkway at Las Gallinas Avenue

SIZE: 0.3 Acres¹

PARK TYPE: Pocket Park¹

HISTORY

- Unknown construction date – late 1950s or early 1960s based on adjacent developments
- 2017 – Freitas Parkway and Las Gallinas Ave intersection Improvements
- 2021 – San Rafael Social Justice Community Art Group develops ‘Regeneration’ mural

CURRENT CONDITION

Poor Fair Good **Excellent**

INVENTORY

AMENITIES	Grass lawn
	Paved paths – asphalt, concrete
FURNISHINGS	Arbor
	Benches
	Drinking fountain
	Park sign
	Trash receptacle

RECREATION PROVIDED

- Passive recreation – seating, pathway

CONSTRAINTS

- Long roadway frontage with limited visibility at portions of Manuel T. Freitas Parkway
- Limited parking to support park programming

ESTIMATED MAINTENANCE

- Standard maintenance – lawn, weed abatement, irrigation, trash
- Vandalism – graffiti removal on furnishings

ADDITIONAL OBSERVATIONS

- Occasional homeless camping observed
- Park is recently renovated with new enhancements expected
- San Rafael Social Justice Community Art Group developing ‘Regeneration’ mural with ADA accessible viewing area, benches, and drought tolerant plants to be installed 2022

¹ *San Rafael General Plan 2040*

BEACH PARK



BEACH PARK

LOCATION: 200 Yacht Club Drive

SIZE: 0.4 Acres¹

PARK TYPE: Pocket Park¹

HISTORY

- 1974 – Constructed with picnic tables, play areas, and volleyball courts
- 1997 – Leased to Herbert Crocker and William McDevitt (adjacent restaurant)
- 2014 – Leased to Terrapin Crossroads, LLP (adjacent restaurant)
- 2015 – Redesign of park under Terrapin Crossroads
- 2020 – Terrapin Crossroads partnership ends, park is closed to public

CURRENT CONDITION

Poor Fair Good Excellent

INVENTORY

AMENITIES	Artificial turf
	Boat launch
	Bocce courts
	Fire pits
	Paving – decomposed granite
FURNISHINGS	Stage – paved performance space with large shelter

RECREATION PROVIDED

- None – formerly provided volleyball courts and passive play

CONSTRAINTS

- No restroom
- Undesirable activities – isolated location, loitering, littering, sanitation issues, vandalism
- Location along San Rafael Canal - eroding Canal piers and sensitive environment

ESTIMATED MAINTENANCE

- Not actively maintained - locked and not used

ADDITIONAL OBSERVATIONS

- Beach Park has operated as a civic/private partnership between the City of San Rafael and Terrapin Crossroads and offered bocce ball courts, picnic tables and a play area as well as a music venue

¹ *San Rafael General Plan 2040*

BERNARD HOFFMAN FIELD



BERNARD HOFFMAN FIELD

LOCATION: 452 Las Colindas Road

SIZE: 3.8 Acres¹

PARK TYPE: Neighborhood Park¹

HISTORY

- Construction date unknown – mid 1950s based on adjacent development
- 1997 – City of San Rafael purchases Bernard Hoffman Field from Miller Creek School District (then Dixie School District) and City enters agreement with San Rafael Girls Softball for priority use in return for maintenance by San Rafael Girls Softball
- 2008 – Tire swing installed
- 2017 – Playground equipment removed due to safety concerns

CURRENT CONDITION

Poor **Fair** Good Excellent

INVENTORY

AMENITIES	Grass lawn
	Paving – concrete and decomposed granite
	Playground – tire swing
	Softball field – (2) softball diamonds with backstops, bleachers, and storage
FURNISHINGS	Bike parking
	Drinking fountains
	Picnic tables
	Park sign
	Trash receptacles

RECREATION PROVIDED

- San Rafael Girls’ Softball
- Passive play and recreation – playground, grass lawn, picnic tables

CONSTRAINTS

- No park lighting

ESTIMATED MAINTENANCE

- Standard maintenance – lawn, weed abatement, irrigation, trash

ADDITIONAL OBSERVATIONS

- San Rafael Girls Softball manages skimming while City maintains mowing, irrigation, and weed/fire abatement
- Site has major irrigation leaks

¹ *San Rafael General Plan 2040*

BOYD MEMORIAL PARK



BOYD MEMORIAL PARK

LOCATION: 341 Laurel Place

SIZE: 1.75 Acres¹

PARK TYPE: Special Use Park¹

HISTORY

- 1905 - Dedicated to the City of San Rafael by Boyd family
- 1974 – Documented as Historic Landmark
- 1996 – Boyd Park/Museum Master Plan
- 1999 – Playground structure installed
- 2008 – Playground structure renovated with wood fiber resurfacing
- 2015 – Closed to public from January-April as an emergency measure and City cleaned/refurbished the park. Reopened with active community programming to deter former unwanted activities

CURRENT CONDITION

Poor **Fair** Good Excellent

INVENTORY

AMENITIES	Grass lawn
	Nature trails - unpaved
	Paved paths – asphalt, concrete
	Playground – school and tot age
	Tennis court (1) - closed
	Water feature – rock-lined channel from drainage pond at upper end of property

FURNISHINGS	Benches
	Drinking fountains
	Historic memorial plaque with drinking fountain – Boyd family dedication in 1905
	Park sign
	Picnic tables
	Portable restroom
	Trash receptacles
FACILITIES	Drainage pond – Old Mission Spring
	Boyd Gatehouse - Marin History Museum

RECREATION PROVIDED

- Passive play and recreation - playground, trails, water feature, picnic tables, benches

CONSTRAINTS

- Accessibility – no accessible entry from Mission Avenue, no accessible route to tennis court, no accessible route along drainage channel water feature at upper park
- Homelessness and safety - homeless encampments and transients have occupied park, City efforts to deter camping with boulders and removing picnic tables from the park, frequent graffiti and vandalism
- Aging infrastructure - drainage pond system leaks water, affecting the lower retaining walls and ground surfacing, tennis court closed to public
- Limited parking

ESTIMATED MAINTENANCE

- Standard maintenance – lawn, weed abatement, irrigation, trash
- Vandalism – graffiti removal, furnishings repair, etc.
- Drainage pond maintenance

BOYD MEMORIAL PARK

ADDITIONAL OBSERVATIONS

- Tennis court has been programmed without City consent by private contractors
- The building that once held the public restrooms on site was burned down in years prior. Park closure has occurred recently to monitor illicit activity and homelessness on site

¹ *San Rafael General Plan 2040*

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BRET HARTE PARK



BRET HARTE PARK

LOCATION: 430 Irwin Street

SIZE: 0.5 Acres¹

PARK TYPE: Pocket Park¹

HISTORY

- Unknown construction date – early 1950s based on adjacent developments
- 1995 – Tot lot installed
- 2003 – Playground renovation
- 2019 – New restroom and shade structure installed

CURRENT CONDITION

Poor **Fair** Good Excellent

INVENTORY

AMENITIES	Basketball court – (1) full
	Paving – asphalt, concrete
	Playground – school and tot age
FURNISHINGS	Benches
	Bike parking
	Drinking fountain
	Park sign
	Picnic tables
	Shade structure
	Trash receptacles
FACILITIES	Restroom

RECREATION PROVIDED

- Passive play and recreation - playground, picnic tables, benches, basketball court

CONSTRAINTS

- Accessibility - school age playground does not have accessible entry
- Aging infrastructure - asphalt basketball court has significant cracking, drainage issues at school age playground

ESTIMATED MAINTENANCE

- Standard maintenance – weed abatement, irrigation, trash, blowing
- Court surface maintenance – soil erosion from adjacent sloped landscaping
- Bathroom cleaning and maintenance

¹ *San Rafael General Plan 2040*

CANAL COMMUNITY GARDEN



CANAL COMMUNITY GARDEN

LOCATION: 5 Windward Way

SIZE: 0.35 acres¹

PARK TYPE: Special Use Park¹

HISTORY

- 1984 – Site deeded to City by the San Rafael Sanitary District
- 2007 – Site selected for displaced community garden, previously at Albert J. Boro Community Center
- 2010 – Partnership between Canal Alliance and Trust for Public Land (TPL) for concept design and program operation
- 2013 – Constructed
- 2017 – Canal Alliance requests that the City takes over full operations of the community garden

CURRENT CONDITION

Poor Fair Good **Excellent**

INVENTORY

AMENITIES	92 raised gardens beds - 32 full plots, 48 half plots, 12 ADA accessible raised plots
	Paved paths – concrete, decomposed granite
FURNISHINGS	Arbor
	Benches
	Bike parking
	Composting bins
	Entry sign
	Picnic tables
FACILITIES	Greenhouse
	Storage/Tool shed

RECREATION PROVIDED

- San Rafael residents apply for garden plots and pay for privileges on an annual basis with no time limit of keeping the plot – there is a current waiting list to join the Canal Community Garden
- Community-based individuals and groups program and use the garden

CONSTRAINTS

- Waitlist to join the Canal Community Garden

ESTIMATED MAINTENANCE

- City staff maintain only water and irrigation; recreation division contracts for additional maintenance needs

ADDITIONAL OBSERVATIONS

- The Canal Community Garden is a valuable community, outdoor space in the Canal neighborhood
- There is some partnership for maintenance and restroom access with the neighboring Picante restaurant
- The Canal Community Garden was formed in partnership with the Canal Alliance, Canal community, and Trust for Public Lands

¹ *San Rafael General Plan 2040*

FALKIRK CULTURAL CENTER GROUNDS



FALKIRK CULTURAL CENTER GROUNDS

LOCATION: 1408 Mission Avenue

SIZE: 3.6 Acres¹

PARK TYPE: Special Use Park¹

HISTORY

- 1888 – Home and grounds constructed
- 1974 – Purchased by City of San Rafael
- 1995 – Site Development Master Plan for Falkirk Cultural Center
- 2009 – City of San Rafael and Regents of the University of California entered formal agreement for Marin Master Gardeners to access grounds and landscape facilities – created Succulent and Mediterranean Gardens
- 2012 - City of San Rafael and Regents of the University of California entered formal agreement for Marin Master Gardeners to perform installations, maintain landscape improvements, and provide public programming

CURRENT CONDITION

Poor Fair **Good** Excellent

INVENTORY

AMENITIES	Grass lawn
	Demonstration gardens – Succulent Garden, Mediterranean Garden
	Water feature/pond
	Wedding and event venues – Artificial Turf Wedding Lawn, Rose Garden
FURNISHINGS	Benches, seating
	Interpretive signage
FACILITIES	Falkirk Cultural Center
	Greenhouse

RECREATION PROVIDED

- Passive and active recreation - venue grounds are rented for private events as well as City programming, primarily focused in the arts

CONSTRAINTS

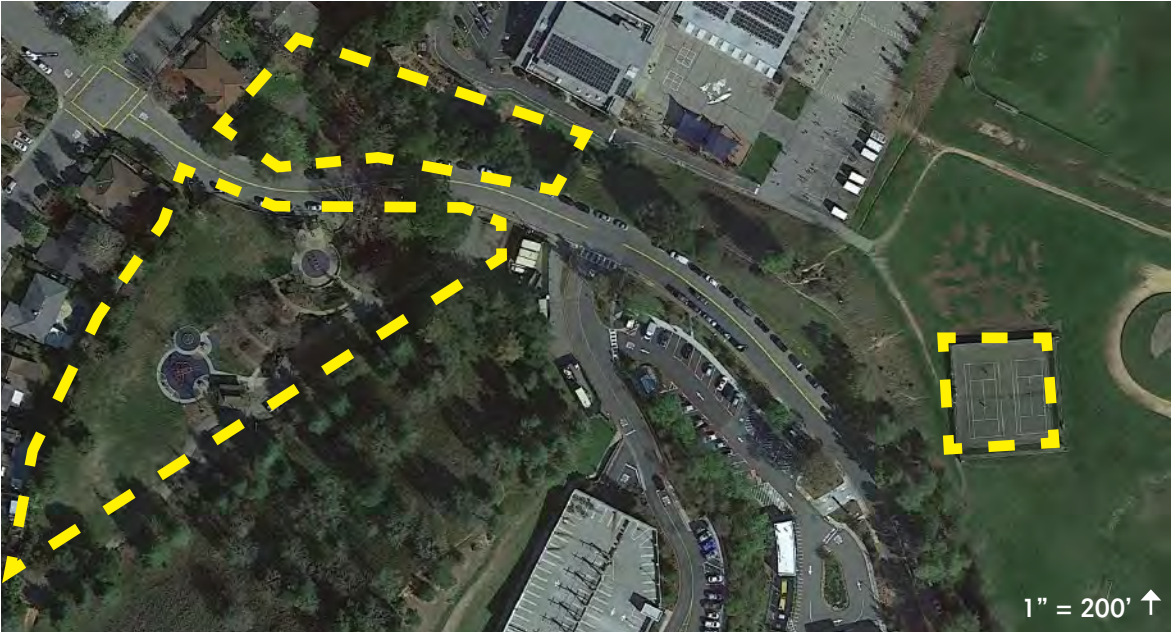
- Accessibility - ADA access to 2nd floor is limited to an exterior, ramped entrance. No interior, ADA access to 2nd floor
- Aging infrastructure - aged irrigation system leaks and poor site drainage
- Adjacent open space – grounds are not fenced with continuous access to adjacent open space with homeless encampments reported
- Mature trees - aging trees require attention for health and safety

ESTIMATED MAINTENANCE

- City maintains only the lawn and weed abatement
- Shrub maintenance around building
- Litter removal and clean-up of homeless debris
- Blowing/cleaning of deck, entryways, and other hard surfaces

¹ *San Rafael General Plan 2040*

FREITAS PARK



FREITAS PARK

LOCATION: 371 Montecillo Road

SIZE: 2.7 acres¹

PARK TYPE: Neighborhood Park¹

HISTORY

- Construction date unknown – early 1960s based on adjacent development
- 1973 – City enters into agreement with the Miller Creek (formerly Dixie) School District for the construction and operation of the tennis courts
- 1999 – Renovations for accessibility completed
- 2010 – Design for Freitas Park Renovation Project Phase II (play area) completed
- 2011 – New play area constructed

CURRENT CONDITION

Poor Fair **Good** Excellent

INVENTORY

AMENITIES	Grass lawn
	Paved paths – concrete and asphalt
	Playground – school age
	Splash pad – school age and tot age
	Tennis courts (2), lit
FURNISHINGS	Benches
	Bike parking
	Chess tables
	Drinking fountains
	Park sign
	Picnic tables
	Shade structure
	Trash receptacles

FACILITIES	Restroom (2)
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RECREATION PROVIDED

- Passive play and recreation - playground, chess tables, splash pad, picnic tables, benches, tennis courts

CONSTRAINTS

- Location of tennis courts is removed from park with limited access from the park and road.
- Undesirable activities - Location near Terra Linda High School attracts illicit behavior
 - Graffiti; vandalism of furnishings and trash receptacles; tunnel connecting park to Mark Day School attracts loitering; park is set back from street with low visibility
- Water use - splash pad may be open from May through October but currently closed due to drought
- Limited site parking - especially difficult for tennis users

ESTIMATED MAINTENANCE

- Standard maintenance – lawn, weed abatement, irrigation, trash, blowing
- Vandalism – graffiti removal, furnishings repair
- Bathroom cleaning and maintenance

ADDITIONAL OBSERVATIONS

- Freitas Park is divided by Montecillo Road
 - To the north of Montecillo is a portion of the park that formerly held a children’s play area, now removed. Also, to the north of Montecillo Road, across from the Kaiser Permanente San Rafael Medical Center, are the Freitas tennis courts. South of Montecillo, is the more active portion of Freitas Park with picnic and playground

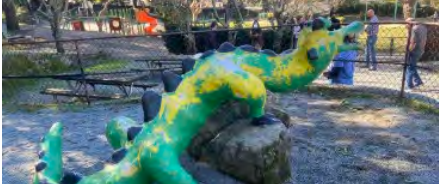
FREITAS PARK

- South part of park has significant elevation change – stairs and an accessible ramp provide access from the lower entrance to the upper restroom and playground
- Some original design features remain with an east-Asian aesthetic of accent wood, Zen Garden sculptures, and painted pergolas
- Painted ceramic tiles from youth events are featured in and around the park
- Popular lunch spot for Kaiser employees and Terra Linda High School students
- Bio-preventative pest management practices have been implemented through the installation of raptor resting post and owl box

¹ *San Rafael General Plan 2040*

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GERSTLE PARK



GERSTLE PARK

LOCATION: 239 San Rafael Avenue

SIZE: 6.0 Acres¹

PARK TYPE: Neighborhood Park¹

HISTORY

- 1882 – Gerstle family purchase and develop property
- 1930 – Gerstle family donates park to the City of San Rafael
- 2003 - Tot lot and restroom renovation

CURRENT CONDITION

Poor **Fair Good** Excellent

INVENTORY

AMENITIES	Basketball court - full
	Grass lawns
	Paved paths – concrete and asphalt
	Playground – school and tot age
	Tennis court (1), with pickleball striping – closed
FURNISHINGS	Arbor (2)
	Benches
	Drinking fountains
	Park sign
	Picnic tables – (3) reservable areas, including Redwood Grove
	Trash receptacles
FACILITIES	Irrigation control shed with historic fire trucks
	Pit toilet (2) - closed
	Restroom (3)
	Storage shed (2)
	Water tank and well

RECREATION PROVIDED

- Passive play and recreation – playground, picnic areas and rentals, grass lawn, basketball
- City occasionally programs park for outdoor recreation programs – Movies in the Park

CONSTRAINTS

- Accessibility - no ADA accessible route to tennis court, trails and pathways are not consistently accessible
- Aging infrastructure – tennis courts need to be resurfaced to be useable, poor electrical and lighting at Redwood Grove, storage sheds roof failure, pit toilets closed to public, drinking fountains out of order
- Homelessness and safety - homeless encampments and transients have occupied park (key is required at upper restrooms for access with picnic reservations), tennis court’s location away from view attracts unwanted uses, graffiti, and vandalism
- Mature trees - aging trees require attention for health and safety

ESTIMATED MAINTENANCE

- Standard maintenance – lawn, weed abatement, irrigation, trash, blowing
- Vandalism – graffiti removal, furnishings repair, etc.
- Bathroom cleaning and maintenance

ADDITIONAL OBSERVATIONS

- Gerstle Park neighborhood community is invested in Gerstle Park’s improvement and programming
- Park landscape features include rare and unique heritage trees and shrubs - Empress tree, Camperdown Elm, and a Cockspur Coral Tree. However, as species fail, they are not replaced with originally planted species – changing landscape.

GERSTLE PARK

- Some tension exists between park users and park users with off-leash dogs - lawn is popular for dog owners

¹ *San Rafael General Plan 2040*

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HILLVIEW PARK



HILLVIEW PARK

LOCATION: Manuel T. Freitas Parkway at Las Pavadas Avenue

SIZE: 0.3 Acres¹

PARK TYPE: Pocket Park¹

HISTORY

- Unknown construction date – late 1950s or early 1960s based on adjacent developments

CURRENT CONDITION

Poor Fair Good **Excellent**

INVENTORY

AMENITIES	Grass lawn
	Paved path – concrete
	Park sign
FURNISHINGS	Arbor
	Benches
	Drinking fountain
	Trash receptacle

RECREATION PROVIDED

- Passive recreation – seating and pathway

CONSTRAINTS

- Long roadway frontage
- Limited parking support park programming
- No accessible path to the seating area

ESTIMATED MAINTENANCE

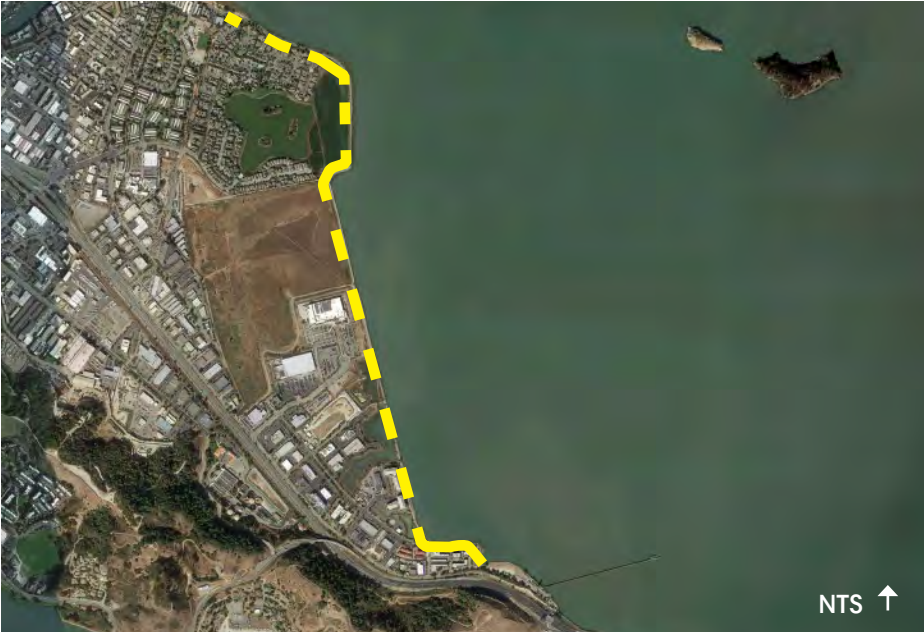
- Typical maintenance – lawn, irrigation, trash

ADDITIONAL OBSERVATIONS

- Park appears recently renovated with new benches and arbor

¹ *San Rafael General Plan 2040*

JEAN AND JOHN STARKWEATHER SHORELINE PARK



JEAN AND JOHN STARKWEATHER PARK

LOCATION: Baypoint Village Drive at Baypoint Drive

SIZE: 23.3 Acres¹

PARK TYPE: Special Use Park¹

HISTORY

- 1989 – San Rafael Shoreline Park Master Plan
- 1991 – Shoreline Enhancement Plan
- 2007 – Shoreline Park Interpretive Signage Master Plan

CURRENT CONDITION

Poor Fair **Good** Excellent

INVENTORY

AMENITIES	Paved paths – asphalt, gravel
	Shoreline access
FURNISHINGS	Benches
	Interpretive signage
	Park signs
	Picnic tables
	Trash receptacles
FACILITIES	Restroom

RECREATION PROVIDED

- Passive recreation - biking, walking, shoreline access (fishing, water sports launch, etc.)
- Youth fishing camps have been held at gathering points along the shoreline park

CONSTRAINTS

- Homelessness and safety - restroom currently closed for safety, no lighting, prohibited activities reported such as fire ignition, litter, camping, loitering, and vandalism
- Shoreline location - sensitive shoreline ecosystem and habitat, environmental easements to be considered

ESTIMATED MAINTENANCE

- City annually clears vegetation against private properties, repair fences, and provide weed abatement
- Maintenance of invasive plant species

ADDITIONAL OBSERVATIONS

- Shoreline Park connects to Pickleweed Park and Albert J. Boro Community Center
- Park is often used by residents for passive recreation activities and by local employees during their break periods

¹ *San Rafael General Plan 2040*

LOCH LOMOND PARK

PHOTOS TO COME

LOCH LOMOND PARK

LOCATION: 110 Loch Lomond Drive

SIZE: 3.0 Acres¹

PARK TYPE: Neighborhood Park¹

HISTORY

- 2007 – Village at Loch Lomond Marina Master Plan
- 2020 – Constructed

CURRENT CONDITION

Poor Fair Good **Excellent**

INVENTORY

AMENITIES	Grass lawn
	Paved paths – asphalt, concrete, decomposed granite
	Playground – school age
	Shoreline access
FURNISHINGS	Benches
	Bike parking
	Drinking fountains
	Park sign
	Picnic tables
	Trash receptacles
FACILITIES	Restrooms (2)

RECREATION PROVIDED

- Passive play and recreation - playground, picnic tables, benches, shoreline access (fishing, water sports launch, etc.)

CONSTRAINTS

- Shoreline location - sensitive shoreline ecosystem and habitat

ESTIMATED MAINTENANCE

- Standard maintenance – lawn, weed abatement, irrigation, trash
- Bathroom cleaning and maintenance

ADDITIONAL OBSERVATIONS

- Developer-driven park that is privately owned but publicly accessible and partially maintained by the City
- Park has flooding challenges due to existing elevations – Developer is currently planning to raise the finished grades

¹ *San Rafael General Plan 2040*

LOS RANCHITOS PARK



LOS RANCHITOS PARK

LOCATION: 20 Sequoia Road

SIZE: 3.0 Acres¹

PARK TYPE: Neighborhood Park¹

HISTORY

- 2004 – Constructed as part of the adjacent neighborhood development project

CURRENT CONDITION

Poor Fair Good **Excellent**

INVENTORY

AMENITIES	Basketball court - full
	Grass lawn
	Handball court
	Paved paths – concrete and brick
	Playground – school age and tot lot
FURNISHINGS	Benches
	Bike parking
	Drinking fountains
	Park sign
	Trash receptacles
FACILITIES	Restroom (2)

RECREATION PROVIDED

- Passive play and recreation – playground, grass lawn, sport courts

CONSTRAINTS

- NA

ESTIMATED MAINTENANCE

- Standard maintenance – lawn, weed abatement, irrigation, trash, blowing
- Cleaning shade structure over playground
- Bathroom cleaning and maintenance

ADDITIONAL OBSERVATIONS

- Restroom uses reclaimed water for toilets
- Los Ranchitos Park is one of the City’s newest parks
- Some tension exists between park users and park users with off-leash dogs - lawn is popular for dog owners

¹ *San Rafael General Plan 2040*

MUNSON PARK



MUNSON PARK

LOCATION: Hickory Lane at Hyacinth Way

SIZE: 1.5 Acres¹

PARK TYPE: Neighborhood Park¹

HISTORY

- Unknown construction date – mid 1950s based on adjacent developments
- 2018 – Pedestrian path realignment and drinking fountain installation

CURRENT CONDITION

Poor Fair **Good** Excellent

INVENTORY

AMENITIES	Grass lawn
	Paved path – concrete
FURNISHINGS	Bench
	Drinking fountain
	Park sign
	Picnic tables
	Trash receptacle

RECREATION PROVIDED

- Passive recreation – picnic table, bench, grass lawn, pathway

CONSTRAINTS

- Long roadway frontage
- Limited parking to support park programming

ESTIMATED MAINTENANCE

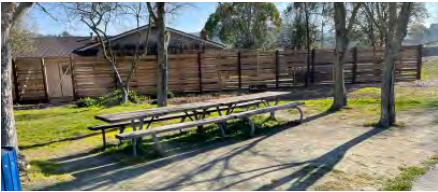
- Standard maintenance – lawn, weed abatement, irrigation, trash
- Rodent management

ADDITIONAL OBSERVATIONS

- Neighbors use park for dogs
- Neighbors occasionally use park for volleyball
- There are frequent reports of people defecating in the shrubs – runners, rather than homeless
- Garbage company drives on to lawn to remove trash

¹ *San Rafael General Plan 2040*

OLEANDER PARK



OLEANDER PARK

LOCATION: Oleander Drive at Orange Blossom Lane

SIZE: 2.3 Acres¹

PARK TYPE: Neighborhood Park¹

HISTORY

- Unknown construction date – mid 1950s based on adjacent developments
- 1993 – Playground and swing set installed

CURRENT CONDITION

Poor **Fair** Good Excellent

INVENTORY

AMENITIES	Grass lawn
	Paved paths – asphalt and concrete
	Playground – school and tot age
FURNISHINGS	Benches
	Drinking fountain
	Park sign
	Picnic tables
	Trash receptacles
FACILITIES	Storage shed with irrigation controllers

RECREATION PROVIDED

- Passive play and recreation – playground, picnic tables, lawn

CONSTRAINTS

- Location of play area under Monterey pines causes excessive maintenance to address tree litter

ESTIMATED MAINTENANCE

- Standard maintenance – lawn, weed abatement, irrigation, trash

ADDITIONAL OBSERVATIONS

- According to long-time resident, this park was historically used for informal boxing events
- While on site for inventory, local community members were observed doing group exercise
- Grass lawn is popular with dog owners
- Monterey pine trees removed due to bark beetle pest infestation
- Bio-preventative pest management practices have been implemented through the installation of raptor resting posts and owl boxes

¹ *San Rafael General Plan 2040*

OLIVER HARTZELL PARK



OLIVER HARTZELL PARK

LOCATION: 62 Golden Hinde Boulevard

SIZE: 0.5 Acres¹

PARK TYPE: Pocket Park¹

HISTORY

- Construction date unknown – late 1980s based on adjacent development

CURRENT CONDITION

Poor Fair Good Excellent

INVENTORY

AMENITIES	Grass lawn
	Paved paths – concrete
	Playground – school age
FURNISHINGS	Benches
	Drinking fountain
	Park sign
	Picnic tables
	Trash receptacles

ADDITIONAL OBSERVATIONS

- Swings at swing frame have been removed
- Occasional complaints of smoking at park

¹ *San Rafael General Plan 2040*

RECREATION PROVIDED

- Passive play and recreation - playground, picnic tables, benches

CONSTRAINTS

- Accessibility – significant elevation changes limits accessibility to the park

ESTIMATED MAINTENANCE

- Standard maintenance – lawn, weed abatement, irrigation, trash

PEACOCK GAP PARK



PEACOCK GAP PARK

LOCATION: Peacock Drive

SIZE: 4.1 Acres¹

PARK TYPE: Neighborhood Park¹

HISTORY

- 1984 – Park Master Plan approved
- 1984 – McNear family conveys site to City of San Rafael for community park
- 1990 – Constructed

CURRENT CONDITION

Poor **Fair** Good Excellent

INVENTORY

AMENITIES	Grass lawn
	Parcourse
	Paved paths – asphalt, brick, concrete, gravel
	Playground – school and tot age
	Tennis courts (2)
FURNISHINGS	Benches
	Drinking fountains
	Historic memorial plaque - McNear family dedication in 1984
	Park signs
	Picnic tables
	Trash receptacles
FACILITIES	Restroom (2)
	Water tank

RECREATION PROVIDED

- Passive play and recreation – playground, picnic tables, lawn, tennis

CONSTRAINTS

- Tennis courts adjacent to Peacock Gap Golf Club – potential golf ball hazard

ESTIMATED MAINTENANCE

- Standard maintenance – lawn, weed abatement, irrigation, trash, blowing
- Vandalism – graffiti removal, furnishings repair, etc.
- Bathroom cleaning and maintenance

ADDITIONAL OBSERVATIONS

- Park is a heavily used neighborhood park
- Seasonal wetland occurs south of tot age play area
- Lawn is popular for off-leash dogs
- Soccer goals placed in park by local community
- While on site for inventory, local community members were observed picking up trash and doing a group exercise class
- Teens have occasionally driven on to lawn
- Peacock Gap Park has original bricks from McNear family construction efforts at the playground

¹ *San Rafael General Plan 2040*

PICKLEWEED PARK



PICKLEWEED PARK

LOCATION: 50 Canal Street

SIZE: 17.6 Acres¹

PARK TYPE: Community Park¹

HISTORY

- 1994 – Constructed
- 2001 – Conceptual plan for Pickleweed Community Center
- 2006 – Albert J Boro Community Center (formerly Pickleweed Community Center) renovated
- 2019 – Playground replacement completed
- 2022 – Land and Water Conservation Fund (LWCF) grant consideration for Pickleweed Park Enhancement Project

CURRENT CONDITION

Poor Fair **Good** Excellent

INVENTORY

AMENITIES	Grass lawn
	Paved paths – concrete and asphalt
	Playground – school and tot age
	Sports field – soccer fields (2), baseball backstop
FURNISHINGS	Arbor
	Benches
	Bike parking
	Drinking fountains
	Outdoor food preparation station – sink, grill, counter
	Picnic tables – (1) reservable area
	Trash receptacles
FACILITIES	Albert J. Boro Community Center
	Restroom (2)

RECREATION PROVIDED

- Passive play and recreation – playground, picnic areas
- Sports field rental – soccer, lacrosse, ultimate frisbee, San Rafael Jr. Giants Baseball
- Programming from Albert J. Boro Community Center
- City occasionally programs park for outdoor recreation programs – Movies in the Park, Dia de los Muertos

CONSTRAINTS

- Sport fields maintenance - fields closed approximately 6 months per year, mid-December through mid-June, for turf restoration
- Undesirable activities and safety – gambling, gang presence, vandalism, graffiti, northern portion of park has been used for homeless camping
- Shoreline location – sensitive shoreline habitat
- Severely limited parking

ESTIMATED MAINTENANCE

- Standard maintenance – lawn, weed abatement, irrigation, trash, blowing
- Vandalism – graffiti removal, furnishings repair, etc.
- Sport field maintenance – turf restoration
- Restroom maintenance – high frequency restroom use

ADDITIONAL OBSERVATIONS

- Pickleweed Park has the only City-owned sports field with soccer use
- Local community members visit park for use of the public restrooms
- Sports field has been used for off-leash dogs

¹ *San Rafael General Plan 2040*

RIVIERA PARK



RIVIERA PARK

LOCATION: 452 Riviera Drive

SIZE: 0.3 Acres¹

PARK TYPE: Pocket Park¹

HISTORY

- Unknown construction date – mid 1980s based on adjacent developments
- 1984 – Playground installed
- 2020 – Sidewalk and pathways improved through Sidewalk Repair Program

CURRENT CONDITION

Poor **Fair** Good Excellent

INVENTORY

AMENITIES	Grass lawn
	Paved paths – concrete
	Playground – school and tot age
FURNISHINGS	Benches
	Drinking fountain
	Picnic tables
	Trash receptacles

RECREATION PROVIDED

- Passive play and recreation – playground, picnic tables, benches

CONSTRAINTS

- Isolated location

ESTIMATED MAINTENANCE

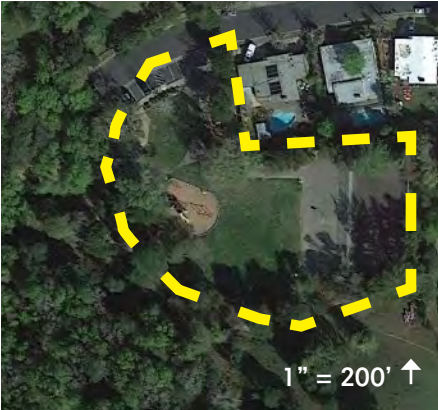
- Standard maintenance – lawn, weed abatement, irrigation, trash

ADDITIONAL OBSERVATIONS

- Boulders line tunnel as play feature
- Poplar trees removed – heaving of concrete from roots, invasive

¹ *San Rafael General Plan 2040*

SANTA MARGARITA VALLEY PARK



SANTA MARGARITA VALLEY PARK

LOCATION: 100 De La Guerra Avenue

SIZE: 5.0 Acres¹

PARK TYPE: Neighborhood Park¹

HISTORY

- Construction date unknown – early 1960s based on adjacent development
- 2003 – School and tot age play structures installed
- 2007 – Restroom renovated

CURRENT CONDITION

Poor **Fair** Good Excellent

INVENTORY

AMENITIES	Basketball court - full
	Grass lawn
	Paved paths – asphalt, decomposed granite
	Playground – school and tot age
	Tennis court (1) - not usable for tennis
FURNISHINGS	Benches
	Drinking fountain
	Park sign
	Picnic tables – (1) reservable area
	Trash receptacles
FACILITIES	Restroom (2)

RECREATION PROVIDED

- Passive play and recreation – playground, picnic areas, basketball court, tennis court - not usable for tennis
- City occasionally programs park for outdoor recreation programs

CONSTRAINTS

- Location is removed and/or hidden from San Rafael community – undesirable activities such as vandalism, loitering, and graffiti

ESTIMATED MAINTENANCE

- Standard maintenance – lawn, weed abatement, irrigation, trash
- Vandalism – graffiti removal, furnishings repair, etc., particularly at restroom
- Bathroom cleaning and maintenance

ADDITIONAL OBSERVATIONS

- Creek runs along north park entry – accessible with wooden pedestrian bridge
- Park is connected to an informal network of open space trails to the southwest
- Existing tennis court is occasionally used as an off-leash dog run
- While on site for the inventory a group of young adults was observed drinking at a picnic area

¹ *San Rafael General Plan 2040*

SUN VALLEY PARK



SUN VALLEY PARK

LOCATION: 144 Solano Street

SIZE: 5.0 Acres¹

PARK TYPE: Neighborhood Park¹

HISTORY

- 1993 – Playground equipment replaced
- 2007 – Restrooms and picnic area renovated
- 2016 – Basketball court repaved
- 2023 (planned) – Playground equipment replaced, and accessible path of travel improved

CURRENT CONDITION

Poor Fair **Good** Excellent

INVENTORY

AMENITIES	Basketball court - full
	Grass lawn
	Paved paths – asphalt, concrete
	Playground – school and tot age
FURNISHINGS	Benches
	Drinking fountains
	Handprint art wall
	Park sign
	Picnic tables – (1) reservable areas
	Shade structure (2)
	Trash receptacles
FACILITIES	Restroom (2)

RECREATION PROVIDED

- Passive play and recreation – playground, picnic areas, lawn
- City occasionally programs park for outdoor recreation programs – Movies in the Park

CONSTRAINTS

- Park is popular for off-leash dog use - tensions between park users and off-leash dog owners
- Limited access for parks maintenance equipment

ESTIMATED MAINTENANCE

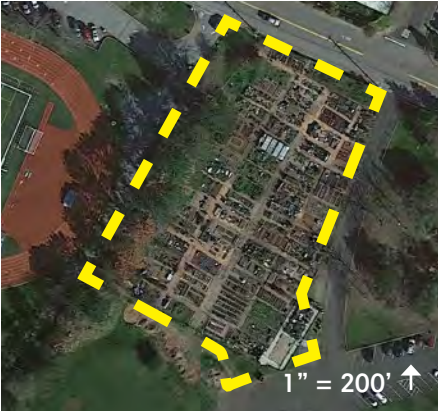
- Standard maintenance – lawn, weed abatement, irrigation, trash, blowing
- Graffiti removal at restroom
- Restroom cleaning and maintenance

ADDITIONAL OBSERVATIONS

- Neighbors have reports debris being thrown from the wooden gazebo in the upper terrace area onto the adjacent homes

¹ *San Rafael General Plan 2040*

TERRA LINDA COMMUNITY GARDEN



TERRA LINDA COMMUNITY GARDEN

LOCATION: 380 Nova Albion Way

SIZE: 1.0 Acres¹

PARK TYPE: Special Use Park¹

HISTORY

- 1975 – San Rafael leases School District (former Dixie School District) land at former Nova Albion High School site
- 2010 – Accessible plots constructed with concrete path of travel

CURRENT CONDITION

Poor Fair **Good** Excellent

INVENTORY

AMENITIES	70 raised gardens beds - 64 full plots (450 sf), 6 half plots (225 sf), 2 ADA plots (full)
	Paved ADA path accessing 2 plots – concrete
FURNISHINGS	Green Waste bins
	Entry sign

RECREATION PROVIDED

- San Rafael residents apply for garden plots and pay for privileges on an annual basis , with no time limit of keeping the plot – current waiting list to join the Terra Linda Community Garden
- Community-based individuals and groups program and use the garden

CONSTRAINTS

- Waitlist to join the Terra Linda Community Garden
- No communal storage area – gardeners provide their own tools and storage

ESTIMATED MAINTENANCE

- City pays for water and maintains irrigation and maintenance

ADDITIONAL OBSERVATIONS

- Terra Linda Community Garden is at capacity for user plots
- Terra Linda Community Garden is older than Canal Community Garden, with less amenities
- Terra Linda Community Garden full plots are 9x larger than the full plots at the Canal Community Garden

¹ *San Rafael General Plan 2040*

TERRA LINDA PARK



TERRA LINDA PARK

LOCATION: 670 Del Ganado Road

SIZE: 2.9 Acres¹

PARK TYPE: Community Park¹

HISTORY

- Unknown construction date – mid 1950s based on adjacent developments
- 1998 – Playground installation
- 2002 – Terra Linda Pool Rebuild Project

CURRENT CONDITION

Poor **Fair** Good Excellent

INVENTORY

AMENITIES	Basketball court – (1) full court
	Grass lawn
	Paved paths – concrete and asphalt
	Playground – school and tot age
	Stage
FURNISHINGS	Benches
	Drinking fountains
	Picnic tables – (2) reservable areas
	Trash receptacles
FACILITIES	Terra Linda Community Center and Pool

RECREATION PROVIDED

- Passive play and recreation – playground, picnic areas, grass lawn, basketball
- Programming from Terra Linda Community Center and Pool
- Park and playground are shared with neighboring Montessori de Terra Linda School for recess and physical education
- City programs park for outdoor recreation programs – Movies in the Park, summer camps

CONSTRAINTS

- Intensive community use – frequent maintenance

ESTIMATED MAINTENANCE

- Standard maintenance – lawn, weed abatement, irrigation, trash
- Vandalism – graffiti removal, furnishings repair, etc.
- Daily pool monitoring and maintenance

ADDITIONAL OBSERVATIONS

- Terra Linda Park is popular location for local teens and middle schoolers – frequent skateboarding and biking
- Outdoor stage is underused and attracts skateboarding and biking – contributes to heavy wear
- Playground has unique nature play theme with boulders
- Bio-preventative pest management practices have been implemented through the installation of owl boxes

¹ *San Rafael General Plan 2040*

VICTOR JONES PARK



VICTOR JONES PARK

LOCATION: Robinhood Drive

SIZE: 5.9 Acres¹

PARK TYPE: Neighborhood Park¹

HISTORY

- 1961 – Constructed
- 2008 – Conceptual Master Plan
- 2018 – New playground installed (Scott McNear Children’s Playground) as portion of Conceptual Master Plan

CURRENT CONDITION

Poor **Fair** Good Excellent

INVENTORY

AMENITIES	Baseball field with backstop
	Basketball courts – (2) full
	Grass lawn
	Paved paths – asphalt, concrete
	Playground – school and tot age
	Shuffleboard court
FURNISHINGS	Arbor
	Benches
	Drinking fountains
	Park signs
	Picnic tables – (2) reservable areas
	Trash receptacles
FACILITIES	Restroom
	Water tank

RECREATION PROVIDED

- Passive play and recreation – playground, picnic tables, lawn, basketball courts
- City occasionally programs park for outdoor recreation programs – Movies in the Park, T-Ball Rentals, etc.

CONSTRAINTS

- Accessibility - no ADA accessible route from lower park (south) to upper park (north), asphalt pavement at lower park is cracked
- Creek runs along west side of park – seasonal flooding in winter months of creek portions that are not undergrounded, exacerbated by litter and debris

ESTIMATED MAINTENANCE

- Standard maintenance – lawn, weed abatement, irrigation, trash, blowing
- Restroom cleaning and maintenance

ADDITIONAL OBSERVATIONS

- Lawn is popular for off-leash dogs
- Previous incidents of Sudden Oak Death in the park’s oak trees
- Poles for volleyball court at lower park have been removed, previously adjacent to basketball courts

¹ *San Rafael General Plan 2040*

APPENDIX F



RECREATION FACILITY INVENTORY AND ASSESSMENT



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Oakland, CA 94607

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Web: www.mack5.com

Assessments of Facility Conditions and
Identification of Deficiencies with Proposed
Remediation and Cost Analysis

4/8/2022

San Rafael Citywide Parks and Recreation Master Plan

mack5 Recreation Facility and Inventory Assessment Scope

Recreation Facility Buildings – Assessment, Cost Analysis

1. Albert Park Field House
2. Falkirk Cultural Center
3. San Rafael Community Center
4. Terra Linda Community Center
5. Terra Linda Pool House

Recreation Park Restrooms – Assessment, Cost Analysis

- A. Bret Harte Park Restrooms
- B. Freitas Memorial Park Restrooms
- C. Gerstle Park Lower Restrooms
- D. Gerstle Park Upper Restrooms
- E. Los Ranchitos Park Restrooms
- F. Loch Lomand Park Restroom
- G. Peacock Gap Park Restrooms
- H. Pickleweed Park Restrooms
- I. Santa Margarita Park Restrooms
- J. Sun Valley Park Restrooms
- K. Victor Jones Park Restrooms

San Rafael Citywide Parks and Recreation Master Plan

4/8/2022

mack5 Recreation Facility and Inventory Assessment Overview

Assessments of Facility Conditions and Identification of Deficiencies with Proposed Remediation and Cost Analysis

Facility Assessments

Facility Assessments were performed with Recreation and Public Works staff in order to include as much understanding of operational, maintenance and performance issues as possible. Previous assessments reports and maintenance reports were reviewed including the Terracon Facility Conditions Assessment Report 1/18/2019.

The assessment and documentation was an overview of observable Architectural, Mechanical, Electrical, Structural, and Accessibility issues by a licensed architect, but without a full engineering consultant team. More detailed engineering assessment including verification of observations is recommended before pursuing any specific remediation, especially for more complex systems and for code compliance.

Basic Prioritization was identified to assist with remediation plans. Life Safety, ADA Compliance, Security, Weatherization and Operations were given the highest prioritization with Ratings from 1-3. Items identified as Priority 1 could be deferred, if necessary, without significant short-term impact while items with Priority 3 should be addressed as soon as possible to avoid impacts to staff, users, or further damage to the structure or systems. Priority 2 items should be addressed in an intermediate timeframe but do not present immediate impacts.

Cost Analysis

Cost Analysis was completed for Proposed Remediation items and is based on costs likely associated with work by independent contractors under public bid requirements and includes an average mark-up factor of 1.38 reflecting OH & P, Insurance, & Contingency. The scale of the scope of any contract can have an enormous impact on final costs as small projects are inefficient and typically result in higher costs. Bundling similar work for small items would be necessary in many cases to avoid excessive mark ups and stay within this framework. Self-performing small projects could help avoid this and even reduce some of these costs.

Cost Escalation needs to be applied to these costs depending upon the proposed date of work. For significant projects of more than a few months of duration, it should be applied to the forecasted midpoint of construction. The basis for costs included here are tied to the midpoint of 2022 when the estimates were completed using then current pricing. Typical annual construction escalation is usually estimated as 4-5% but it should be noted that there was extreme cost escalation in the construction industry through the remainder of 2022 and into 2023 as high as 9-10% and escalation continues to remain higher than historical averages.

Use of Report

Many items identified can be considered Deferred Maintenance items but some are not typically addressed on a regular maintenance program. The native format Excel document is made available so items can be integrated into building maintenance program or easily extracted for inclusion in CIP projects as appropriate.

Many code upgrades, ADA upgrades and finish upgrades are performed along with more significant renovation projects so this report should be included in development of any improvement projects in order to establish a strategic scope of work addressing existing conditions.

Finally, should any facility projects be identified in the Master Plan or in subsequent planning efforts, there may be opportunities to address some of these items in conjunction with any remodel or expansion projects to accommodate improved expanded programming requirements.

This Recreation Facility Inventory and Assessment should be used in conjunction with the Master Plan as tools in strategic project scoping for maintenance, renovation, and remodel projects. Ensuring that the conditions of the facilities are addressed while other goals are pursued in meeting the needs of the community with high performing, durable and reliable built facilities.

1 ALBERT J BORO COMMUNITY CENTER

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
VCT flooring is delaminating in local areas. - 1668 s.f. ¹	Replace deteriorated wall paper.	2	\$22,852
Kitchen flooring is torn. - 120 s.f. ¹	Replace Floor. Repair tear and check seams in short term.	1	\$3,288
Exterior glazing graffiti coating is clouding. - 500 s.f. ¹	Remove and reinstall coating.	3	\$10,275
Cracking observed in EIFS Panels. - 4688 s.f. ¹	Remove failed EFIS panels and replace.	2	\$128,451
Exterior paint is degrading in localized areas, especially north side mildew. - 7800 s.f. ¹	Repaint replaced EFIS panels, local areas and touch up.	2	\$53,430
Perimeter parapet coping is deteriorating. - 1360 l.f. ¹	Replace coping and sealant.	2	\$55,096
Building movement has caused nail pops and cracking in interior drywall. - 600 s.f.	Patch and paint.	2	\$4,110
Building movement has caused cracking of ceramic tile in Restrooms. - 8 s.f.	Repair broken tile and seal corner with backing rod and high performance sealant.	2	\$1,000
Roof leaks have caused staining of acoustic ceiling tiles in localized areas. - 400 s.f.	Replace once leaks have been addressed at HVAC curbs.	2	\$4,384
Roof leaks have caused damage to drywall ceilings in localized areas. - 50 s.f.	Patch and paint once leaks have been addressed at HVAC curbs.	2	\$4,795
P-lam sink countertops in all Restrooms are chipped and delaminating - 30 l.f.	Remove and replace. Consider upgrade to solid surface material.	2	\$18,495
Evidence of leaks at roof drains in gymnasium. - 4 locations.	May have been resolved with roof work. Recommend monitor and repair as needed.	3	TBD
Access panel in Restroom stall wall has been damaged and poorly patched.	Replace access panel.	2	\$300
Support structure for moveable backboards is bending under load. Additional support strut needed to brace. - 2 locations.	Replace structural element and provide additional support strut as needed to brace - by manufacturer preferred. Check others.	3	\$5,000
Storage doors in gymnasium are binding with movement of the building - 3 pair.	Remove doors, cut bottoms to allow more tolerance, rehang and adjust.	2	\$4,110
Supplemental striping added to gymnasium flooring is not as durable as original and is failing. - 400 l.f.	Remove and reapply per original spec.	3	\$10,000
Seams in sports floor in Gymnasium are opening. - 300 l.f..	Seal seams.	2	\$7,500
Moveable partition in Classrooms require repair.	Replacement parts on order	2	N/A

Casework doors at accessible sink in Classroom are crooked.	Require adjustment/repair.	2	\$800
P-lam reception desk in Lobby is chipping.	Recommend eventual replacement with solid surface.	3	\$5,796
Curb conditions at rooftop mechanical units not addressed with TPO Roof Coating install. 10 units.	Lift units and replace curb flashing. See HVAC.	1	\$33,565
TPO Roof Coating is delaminating in local areas. - 150 s.f.	Clean and patch local areas. Roof replacement may eventually be needed.	1	\$6,165
Window leaks at sill condition of storefront windows throughout.	Appears to be a problem with performance of the sill pan and weeps. Recommend a qualified glazing contractor assess and propose resolution.	1	TBD
Valence missing at window blind in Teen Room.	Replace valence.	3	\$200
Exterior doors at Multipurpose Room leak at sills.	Storefront system is unprotected from rain and very difficult to seal. Floor damage to be repaired and thresholds reinstalled in bed of mastic to slope outward. Doors to be weatherstripped. Recommend a roof canopy be added to provide rain protection.	1	\$30,000
Exterior wood deck, railing and stair at Multipurpose Room is failing. - 2800 s.f..	Deck to be completely removed and replaced. Recommend considering recycled plastic composite material.	2	\$287,700
Exterior galvanized tube railings are rusting. - 200 l.f.	Remove rust, prime and paint.	2	\$13,700
Trash enclosure walls are damaged and pipe exposed. - 150 l.f.	Concrete or PT wood perimeter curb to be added within trash enclosure to protect walls and pipe.	1	\$13,357
Architectural Repairs	Budget for planning purposes		\$724,369

Mechanical Deficiencies	Recommendations		
HVAC Equipment have reportedly reaching the end of their useful life. - 10 units, 20,000 s.f.	City to contract for assessment and recommendations for replacement - coordinate replacement with curb repairs.	1	\$1,000,000
HVAC distribution and controls at classrooms and admin office do not function well. 6000 s.f.	City to contract for assessment and recommendations for adjustments.	2	\$25,000

Split System in Computer Lab works overtime to cool entire library when door is left open.	City to contract for assessment and recommendations for adjustments to better cool library with rooftop HVAC.	2	\$25,000
Fire Sprinkler POE (2) have exhausted allowance for settlement.	Piping to be reconfigured to accommodate settlement.	1	\$4,110
Mechanical Repairs	Budget for planning purposes		\$1,054,110

Electrical Deficiencies	Recommendations		
Feature suspended pendant lighting over admin desk is not functional and not desired - 4	Remove suspended pendants and exposed electrical infrastructure.	3	\$6,850
Electrical Repairs	Budget for planning purposes		\$6,850

Structural Deficiencies	Recommendations		
Soil conditions of site have and will continue to allow substantial settlement. The variety of foundation systems for new and old buildings, decks and site concrete result in differential settlement and movement.	Recommend evaluation by structural engineer for addressing this condition.	2	TBD
Original building foundation includes adjustable jack piers that can be adjusted over time.	Recommend evaluation by structural engineer for addressing this condition prior to repairs to cracks, doors, thresholds and exterior paving adjacent to building.	2	TBD
Exterior walkway adjacent to main entry slab is experiencing differential settlement and has been ground to address condition. May eventually become a hazard and an ADA concern.	Recommend monitoring for ADA compliance and may need eventual repair/replacement.	3	TBD
Exterior walkway north of main lobby appears to be experiencing substantial cracking due to varied foundation conditions.	Recommend evaluation by structural engineer to evaluate resolution to maintain accessible path of travel from lobby doors.	2	TBD
Exterior walkway at Gymnasium exit is experiencing differential settlement.	Recommend monitoring for ADA compliance and may need eventual repair/replacement.	3	\$20,000
Structural Repairs	Budget for planning purposes		\$20,000

ADA Deficiencies	Recommendations		
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Path of travel to Building entries not compliant.	See Sitework.	1	N/A
Full CASP assessment not included in the scope of this report.	City to contract for detailed Accessibility Report if needed.	2	N/A
ADA Repairs	Budget for planning purposes		\$0

¹ Terracon FCA 1/18/2019

Total Deficiency Cost

\$1,805,329

2 ALBERT PARK FIELD HOUSE

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Exterior paint is worn and deteriorated stained. - 5200 s.f. ¹	Patch and repaint budling throughout.	1	\$16,000
Restroom doors appear to be at end of useful life. - 2. ¹	Replace metal doors and hardware.	2	\$4,000
Single-ply modified bitumen roof appears to be at the end of its useful life. - 5000 s.f. ¹	Replace roof.	1	\$26,989
Painted Restroom floors deteriorating. - 200 s.f. ¹	Repaint floor with epoxy paint.	2	\$2,800
Wood storage, utility and dugout doors appear to be at the end of their useful life. - 6.	Replace wood doors and hardware.	2	\$12,000
Wood entry doors to stadium appear to be at the end of their useful life. - 2.	Replace wood doors and hardware.	2	\$7,000
Locker Room finishes are worn and deteriorated. - 600 s.f.	Repaint walls, ceiling and concrete floors throughout.	2	\$8,000
Netting at windows traps leaves and debris - not sure of purpose.	Clean or consider removing entirely and repainting.	3	\$2,500
Architectural Repairs	Budget for planning purposes		\$76,789

Mechanical Deficiencies	Recommendations		
No HVAC systems in building.	Recommend exhaust in Locker Rooms.	2	\$2,898
No HVAC system in Restrooms.	Recommend exhaust in Restrooms if used.	2	\$1,242
Need Water Heater for Restrooms.	Recommend replacing water heater if Restrooms are used.	2	\$4,692
Building does not have fire sprinkler protection.	Install a new fire sprinkler system throughout the building.	3	N/A
Mechanical Repairs	Budget for planning purposes		\$4,692

Electrical Deficiencies	Recommendations		
Old overhead electrical service has been cut and appears to be obsolete.	Confirm service is dead and existing service box and conduit to be removed.	3	\$3,000
Incandescent and flourescent building lighting are outdated and inefficient.	Relamp with LED bulbs. Recommend replacing entire fixtures and controls if facility upgraded.	2	\$30,000
Electrical Repairs	Budget for planning purposes		\$33,000

Structural Deficiencies	Recommendations		

Minor differential settlement of foundation and slab are resulting in some movement cracks in finishes.	Not significant issue and not easily resolved.	3	N/A
Concrete spawling at several locations including light pole and stair at north end of stadium. - 10 s.f.	Patch concrete.	2	\$3,000
Age and type of construction warrants evaluation for seismic safety.	Recommend evaluation by structural engineer to evaluate potential seismic upgrade.	3	TBD
Structural Repairs	Budget for planning purposes		\$3,000

ADA Deficiencies	Recommendations		
Path of travel to Building entries.	See Sitework.	1	N/A
Full CASP assessment not included in the scope of this report.	City to contract for detailed Accessibility Report if needed.	2	N/A
Stadium level is not accessible.	Confirm compliant ramp was provided at north entry.	1	N/A
Accessible seating area not compliant.	Add accessible seating platform at stadium level.	1	\$13,800
Door hardware throughout is not compliant.	Complete door and hardware replacement would be required for full compliance.	2	\$27,600
Restrooms are not configured to be accessible.	Reconfigure and rehab restrooms for ADA compliance. Separate accessible Modular Restroom Facility is an option.	2	\$39,400
Signage is not compliant.	Replace non-compliant signage.	2	\$3,800
Locker rooms are not accessible. Door hardware and thresholds not compliant. - 2.	Locker rooms can be made substantially accessible with door upgrades and minor reconfiguration.	2	\$13,800
Sunken dug-out entries from field and locker rooms are not accessible. - 2.	Sunken dug-outs cannot be made fully accessible. Possible to rebuild exterior steps further out and dropping to dug-out floor level before entering under doorway to allow for better headroom .	3	N/A
ADA Repairs	Budget for planning purposes		\$98,400

¹ Terracon FCA 1/18/2019

Total Deficiency Cost

\$215,881

3 FALKIRK CULTURAL CENTER

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Wood plank flooring in attic damaged. - 150 s.f.. ¹	Replace only failed wood plank flooring.	2	\$4,110
Interior plaster walls on wood lath have extensive cracking. - 3600 s.f. ¹	Remove and replace failed plaster.	1	\$150,000
Wall paper in Dining Hall is deteriorating. - 450 s.f. ¹	Replace deteriorated wall paper.	2	\$8,600
Interior plaster ceilings on wood lath have extensive cracking. - 720 s.f. ¹	Remove and replace failed plaster.	1	\$36,000
Exterior wood shingles falling at lower level. - 440 s.f. ¹	Replace damaged shingles and paint.	1	\$18,084
Exterior split face CMU block wall - mortar failing - 100 s.f. at lower level. ¹	Remove failed mortar and replace.	1	\$7,800
Exterior paint is failing in localized areas. - 1240 s.f. ¹	Scrape and paint exterior finishes.	1	\$12,000
Hardwood flooring substantially damaged under Curved Bay Window South. - 250 s.f.	Replace damaged hardwood parquet flooring.	2	\$12,000
Hardwood flooring throughout has worn through finish. - 10,000 s.f.	Light screen and refinish hardwood parquet flooring throughout.	2	\$68,500
Curved Bay Window North in admin area has minor rot and glazing damage and water intrusion. - 100 s.f.	Recommend historic restoration of window frame and windows maintain water proof performance.	1	\$27,400
Stained Glass Windows West have substantial rot and stained glass damage. - 100 s.f.	Recommend removal and historic reconstruction with glazing restraint system to stabilize stained glass and maintain water proof performance	1	\$41,100
Operable Curved Bay Windows East in Dining Hall have light rot and glazing damage to fixed and operable components. - 100 s.f.	Recommend restoration of window frame and windows maintain water proof performance.	1	\$27,400
Operable Decorative Bay Windows South on second floor have wood rot and glazing damage with extensive water intrusion - 150 s.f.	Recommend historic restoration of window frame and windows to maintain water proof performance.	1	\$41,100
Additional Operable Decorative windows at second floor have minor to moderate damage and water intrusion - 200 s.f.	Recommend restoration of window frame and windows maintain water proof performance.	1	\$27,400
Casework in rear building has broken and misaligned doors.	Repair casework and confirm if vents to floor below are required for HVAC.		\$1,500
Bricks are loose and mortar failing at main stair - 10 s.f.	Localized repair and repoint entire brick stair - 200 s.f..		\$5,000

Second floor balcony roof has flashing deficiency at railing and junction with low roof - 30 l.f. open wood railing with cap.	Railing section to be removed and condition flashed properly with railing reinstalled. Railing to be patched and painted entirely.	1	\$4,110
Attic Bay Window appears to allow water intrusion.	Recommend simple repairs to maintain water proof performance.	1	\$5,000
Attic level has extensive cosmetic deficiencies but it is understood it is only used for storage.	No additional scope recommended.	3	\$0
Utility sink counter & backsplash in Painting Room is failing.	with new countertop and backsplash.	2	\$3,200
Architectural Repairs	Budget for planning purposes		\$500,304

Mechanical Deficiencies	Recommendations		
Gas meter location is not compliant with PG&E requirements and is in conflict with electrical service. ¹	Relocate gas meter 15 LF from existing location.	1	\$12,000
Domestic water is not isolated at POE	add isolation valve at POE.	1	\$3,425
Plumbing fixtures may not be the most water conserving types.	Installation in some locations may not be consistent with Historic Status.	2	\$4,200
Utility sink in Painting Room is antiquated with very old faucet.	Replace sink and plumbing integrated with new countertop and backsplash.	2	\$3,836
Building does not have fire sprinkler protection.	Installation would be costly and likely not consistent with Historic Status.	3	N/A
Mechanical Repairs	Budget for planning purposes		\$23,461

Electrical Deficiencies	Recommendations		
Electrical service, electrical panels, knob & tube wiring and incandescent lighting are all indicative of an antiquated facility consistent with its age. 16,000 s.f.	A complete assessment by a qualified electrical engineer would be needed to complete full scope of work for an upgrade.	1	\$441,600
Assuming 1930's knob & tube wiring is reported as abandoned. ¹	Recommend confirming and removing old abandoned wiring.	1	\$21,591
Admin Room near entry is overly reliant on limited electrical circuit and extension chords.	Recommend adding additional circuits and additional outlets for office equipment.	1	\$6,850
Electrical Repairs	Budget for planning purposes		\$470,041

Structural Deficiencies	Recommendations		
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Cantilever condition at second floor on north side is bearing on a combination of independent piers and brackets with one post bearing on a small shed addition. Second floor is noticeably sagging.	Recommend evaluation by structural engineer for addressing this condition.	1	TBD
Age and type of construction warrants evaluation for seismic safety.	Recommend evaluation by structural engineer to evaluate potential seismic upgrade.	2	TBD
Structural Repairs	Budget for planning purposes		\$0

ADA Deficiencies	Recommendations		
Path of travel to Building entries not compliant.	See Sitework.	1	N/A
Full CASP assessment not included in the scope of this report.	City to contract for detailed Accessibility Report if needed.	2	N/A
Status as Historical Significant Structure conflicts with full compliance of the facility.	City to contract with a Historical Architect for guidance related to ADA upgrades.	2	N/A
No interior access to upper floor is provided.	An elevator would be necessary for full compliance. Dependent on Historical Analysis.	2	N/A
No fully compliant restroom is provided on either floor. Footprint of existing "accessible" restroom is not sufficient for full compliance.	Restroom would need to be expanded and reconfigured for full compliance including mechanical, electrical and plumbing if necessary.	2	\$34,250
Commercial Kitchen is not compliant. 200 s.f.	Could not be without substantial modifications triggering code and accessibility upgrades including Health Department review.	2	\$96,600
Door width and door hardware throughout is non-compliant	Determine extent of access and upgrade as needed. Dependent on Historical Analysis.	2	N/A
Signage is non-compliant throughout.	Determine extent of access and upgrade as needed.	1	\$10,350
Floor transitions and thresholds are not compliant.	Determine extent of access and upgrade as needed. Dependent on Historical Analysis.	2	N/A
Stairs and railings are non-compliant throughout.	City to contract with a Historical Architect for guidance related to ADA upgrades. Dependent on Historical Analysis.	2	N/A

Administrative office area including workspace and shared work areas.	Layout and FF&E to provide accessibility for employees as necessary.	2	TBD
ADA Repairs	Budget for planning purposes		\$141,200

¹ Terracon FCA 1/18/2019

Total Deficiency Cost

\$1,135,006

4 SAN RAFAEL COMMUNITY CENTER

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Exterior wood soffit is stained. 360 s.f. ¹	refinish wood soffit as needed. Consider full bodied stain on soffits throughout.	3	\$4,800
Coping metal on roof has deteriorating sealant and paint. - 900 l.f. ¹	Repair reseal and repaint metal coping throughout.	2	\$18,173
Exterior brick veneer showing efflorescence. - 200 s.f. ¹	Clean efflorescence and seal exterior brick.	2	\$10,000
Acoustic ceiling tiles damaged in local areas. - 3400 s.f. ¹	Replace damaged ceiling tiles.	3	\$37,264
Interior wood paneling and trim marked and worn. - 1500 s.f.	Patch and touch up interior paneling.	3	\$20,550
Movement of structure has resulted in distortion of floating ceramic tile installation in lobby. - 200 l.f.	Cut grooves at perimeter and install flexible sealant at select grout joints for expansion joints.	2	\$5,480
Commercial Kitchen is not code compliant. 350 s.f.	Could not be without substantial modifications triggering code and accessibility upgrades including Health Department review.	3	\$169,050
Most interior wood doors and hardware are in poor condition. - 24	Replace doors and hardware.	2	\$88,776
Reception desk wood is damaged at base under counter and wood bullnose edging is worn. - 6 s.f. panel / 50' edging.	Refinish wood as needed.	2	\$3,425
Back counter at reception desk is inefficient / third work station not used - 6 ft. lower casework.	Additional storage cabinets to infill workstation under existing countertop.	3	\$2,877
Egg crate diffuser at Lobby skylight is dislodged from support.	Adjust diffuser.	2	\$150
Casework and cabinets throughout classrooms are worn and dared. 36' upper & lower casework w/ countertop & 4 sinks. / 16' full ht. wall cabinets.	Recommend remove and replace.	2	\$68,226
Shades at clerestory windows in Multipurpose Room are broken and hard to operate.	Manual blackout shades to be replaced. Recommend consider solar powered motorized shades.	2	\$32,000
Panic exit devices at Multipurpose facility have surface mounted rods and are not compliant. 4 leafs	Install guards - replace doors and hardware with fully compliant when possible.	2	\$21,920
Acoustic panel in Multipurpose Room is stained in one location.	Professional steam cleaning to improve as much as possible - difficult to replace just the one panel.	2	\$800

Partitions between offices are not full height acoustic partitions and there is very little acoustic separation. - 40 feet wall/500 s.f. ceiling/3	Acoustic performance can be upgraded with acoustic batts installed over ceiling tiles on both sides and door seals added.	3	\$4,658
Ivy is climbing on brick up to soffit of building.	Remove ivy from building.	1	\$1,200
Deadbolt and chain lock on exterior gate at Multi-purpose Room exit.	Confirm it is not a required and signed building exit or remove locks. Can replace with alarmed panic device and tamper screen if security is required.	1	\$6,000
Exterior vented access door in Courtyard is damaged - 2' x 5'.	Replace door, vent and deadbolt.	2	\$2,000
Architectural Repairs	Budget for planning purposes		\$482,691

Mechanical Deficiencies	Recommendations		
One hot water heater for entire building. 4 sinks	Recommend considering flash water heater for restrooms and classrooms.	2	\$9,384
Plumbing fixtures may not be the most water conserving types.	Replace older fixtures with new water conserving type.	2	\$5,000
Building does not have fire sprinkler protection.	Install a new fire sprinkler system throughout the building.	3	N/A
Mechanical Repairs	Budget for planning purposes		\$14,384

Electrical Deficiencies	Recommendations		
Missing electrical panel covers. - 2. ¹	Replace panel covers. Lighting controls need to be upgraded so panel is not used to switch lights.	1	\$200
Existing florescent lighting and controls are obsolete and inefficient. 20,000 s.f.	Upgrades should be considered with any substantial improvements.	2	\$552,000
Incandescent chandeliers in Multipurpose Room are dated and inefficient. 128 bilbs	Relamp with LED bulbs. Recommend replacing entire fixtures. Upgrade controls.	2	\$276,000
Stage Lighting Controls obsolete and no longer used but still live.	Confirm old system is obsolete - should be removed and replaced per 2020 CIP.	2	\$184,000
Electrical Upgrades to Stage Area.	Per 2019 CIP.	2	\$72,000
Power to lighting controller in courtyard not connected.	Connect and confirm functionality.	2	TBD
Electrical Repairs	Budget for planning purposes		\$1,084,000

Structural Deficiencies	Recommendations		
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Minor differential settlement of foundation and slab are resulting in some movement cracks in finishes.	Not significant issue and not easily resolved.	3	TBD
Age and type of construction warrants evaluation for seismic safety.	Recommend evaluation by structural engineer to evaluate potential seismic upgrade.	3	TBD
Structural Repairs	Budget for planning purposes		\$0

ADA Deficiencies	Recommendations		
Path of travel to Building entries.	See Sitework.	1	N/A
Full CASP assessment not included in the scope of this report.	City to contract for detailed Accessibility Report if needed.	2	N/A
Door hardware throughout is not compliant.	Extensive door and hardware replacement would be required for full compliance. Blended rate - \$5000 per leaf.	2	\$248,400
Main doors at Multipurpose Room have surface mounted door stops and are not compliant.	Replace doors and hardware.	2	\$27,600
Signage is not entirely compliant.	Replace non-compliant signage.	1	\$5,000
Commercial Kitchen does not meet accessibility requirements for equal access.	ADA modifications would trigger substantial code upgrades. See Architectural.	2	N/A
Kitchen service window and counter is too high for accessible service or public access. 30"	Sill and counter to be lowered and service window replaced to provide compliant service if this service is provided.	2	\$3,254
Senior Restroom not compliant.	Compliance not possible within available space. Would require more extensive remodel and reconfiguration.	2	\$40,000
Sink & work counters at Classrooms and Seniors are not compliant. - 4	Modify casework to provide compliant sink and work counter with accessible sink, knee space, pipe wrap and accessible faucets. Recommend replacing dated casework entirely.	2	\$20,000
Stage not accessible.	Ramp or lift required for compliance.	2	\$75,000
Backstage areas not accessible. 200 s.f.	Restroom and changing rooms cannot be made accessible within existing configuration.	2	\$150,420
Administrative office area including workspace and shared work areas.	Layout and FF&E to provide accessibility for employees as necessary.	2	N/A

Exterior doors from Classrooms to patios have a step down and are not compliant. 6 doors.	Should be compliant if indoor/outdoor events occur. Replace thresholds with ADA extensions.	2	\$4,140
ADA Repairs	Budget for planning purposes		\$573,814

¹ Terracon FCA 1/18/2019

Total Deficiency Cost

\$2,154,889

5 TERRA LINDA COMMUNITY CENTER

Pricing Mid 2022

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Interior wood paneling and trim marked and worn. - 1500 s.f. ¹	Patch and touch up interior paneling.	2	\$57,000
Movement of structure has resulted in extensive cracking of ceramic tile base in restrooms. - 105 l.f. ¹	Remove and replace ceramic tilebase over new a crack isolation membrane.	2	\$8,500
Sheet vinyl flooring in kitchen is cracking at perimeter, likely related to building movement. - 20 s.f. ¹	Patch localized cracked material to match. Recommend complete replacement with more durable and flexible specialty flooring when possible.	1	\$3,000
VCT flooring throughout has some failure. - 8 s.y. ¹	Replace VCT as needed.	2	\$1,000
Exterior wood siding is damaged. ¹	Replace and repair wood siding as needed.	1	\$34,250
Exterior paint is beginning to fail at fascias, trim, beams and some siding. - 3200 s.f. ¹	Prep and paint after siding and door repairs .	1	\$10,000
Exterior entry door to Ceramics is failing. ¹	Replace door.	1	\$3,425
Commercial Kitchen is not code compliant. 300 s.f.	Could not be without substantial modifications triggering code and accessibility upgrades including Health Department review.	3	\$73,830
Acoustic ceiling in classroom has failed planks under rooftop HVAC equipment. - 50 s.f.	Repair or replace planks after roof curb repairs.	2	\$1,200
Acoustic tile ceiling in Ceramics room has water damage under rooftop HVAC equipment. -20 s.f.	Repair or replace tiles after roof curb repairs.	2	\$800
Moveable partition floor seals do not seal to floor due to differential settlement of foundation and bow in slab. 300 s.f.	Condition not likely to be resolved.	3	\$62,100
Gaskets and seals on exterior doors are damaged or deficient throughout. -16 leafs	Install weatherstripping on exterior doors.	2	\$9,200
Finishes and fixtures in Janitor's Closet and service areas are serviceable but in poor condition.	Replace janitor sink and update all finishes with FRP in wet and high abuse areas, patch and repaint all.	3	\$1,600
Roof curbs for mechanical units have not been repaired.	Remove units and replace curb flashing.	1	\$27,400
Monument Sign is in very poor condition and refers to "Recreation" center.	Replace with current sign type.	2	\$27,400

Kiln vent screen is rusting. - 10 s.f.	Replace screen with SS or Galv. metal screen.	2	\$600
Exterior window screens at classroom are failing. - 100 s.f.	Replace screens in existing frames.	3	\$2,000
Architectural Repairs	Budget for planning purposes		\$223,805

Mechanical Deficiencies	Recommendations		
Old A/C unit at Janitors Closet is between two interior rooms and not being used.	Unit to be removed and opening in interior wall sealed.	3	\$1,200
Clay separator at Ceramics is not effective	Replace clay separator.	1	\$2,500
Plumbing fixtures may not be the most water conserving types.	Replace fixtures with new water conserving type.	2	\$8,400
Building does not have fire sprinkler protection.	Install a new fire sprinkler system throughout the building.	3	N/A
Mechanical Repairs	Budget for planning purposes		\$12,100

Electrical Deficiencies	Recommendations		
Existing fluorescent lighting and controls are obsolete and inefficient.	Upgrades should be considered with any substantial improvements.	2	\$236,300
Admin Room near entry is overly reliant on limited electrical circuit and extension chords.	Recommend adding additional circuits and additional outlets for office equipment.	1	\$6,850
Electrical Repairs	Budget for planning purposes		\$243,150

Structural Deficiencies	Recommendations		
Differential settlement of foundation and slab are resulting in uneven floor surfaces resulting in door operational problems and ADA floor slope and threshold issues as well as cracks in finishes.	Recommend evaluation by structural engineer to evaluate potential seismic upgrade.	3	TBD
Age and type of construction warrants evaluation for seismic safety.	Recommend evaluation by structural engineer to evaluate potential seismic upgrade.	3	TBD
Structural Repairs	Budget for planning purposes		\$0

ADA Deficiencies	Recommendations		
Path of travel to Building entries not compliant.	See Sitework.	1	N/A
Full CASP assessment not included in the scope of this report.	City to contract for detailed Accessibility Report if needed.	2	N/A

Door hardware throughout is not compliant.	Extensive door and hardware replacement would be required for full compliance.	2	\$151,800
Panic exit devices at Multipurpose facility and Ceramics have surface mounted rods and are not compliant - 16 leafs	Install covers over rod/hdwre assembly near floor or replace entirely.	2	\$500
Signage is not entirely compliant.	Replace non-compliant signage.	1	\$10,275
Commercial Kitchen does not meet accessibility requirements for equal access.	ADA modifications would trigger substantial code upgrades. - See Architectural.	2	N/A
Kitchen service window and counter is too high for accessible service or public access. 4' x 4'	Sill and counter to be lowered and one service window replaced to provide compliant service if this service is provided.	2	\$4,416
Administrative Service Counter at Lobby is too high for accessible service or public access. 4' x 6'	Sill and counter to be lowered and service 1 window replaced to provide compliant service if this service is provided.	1	\$7,866
Restroom configurations generally compliant with minor adjustments to accessories.	Include detailed assessment in determining specific scope for full compliance.	2	\$5,000
Locks on toilet compartment doors not compliant.	Replace with compliant hardware.	1	\$822
Door thresholds at restrooms not compliant. - 100 s.f floor	Hallway to receive floor leveler and new vinyl floor finishes reinstalled to achieve compliance.	1	\$4,000
Drinking Fountain not compliant.	Provide railing barriers and replace DF with compliant Hi-Low model.	1	\$8,220
Sink & work counters at Ceramics are not compliant. 48"	Modify casework to provide compliant sink and work counter with accessible sink, knee space, pipe wrap and accessible faucets.	1	\$6,850
Administrative office area including workspace and shared work areas.	Layout and FF&E to provide accessibility for employees as necessary.	1	N/A
Exterior entry platforms for doors from classroom to courtyard are not compliant. 6- 65 s.f. sloped walkway.	Should be compliant if indoor/outdoor events occur.	2	\$26,910
ADA Repairs	Budget for planning purposes		\$226,659

¹ Terracon FCA 1/18/2019

Total Deficiency Cost

\$705,714

6 TERRA LINDA POOL HOUSE

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Pool Equipment pair of doors have delaminated and deteriorated. ¹	Replace with fiberglass doors.	1	\$4,658
Exposed nails from temporary wood framing.	Remove exposed nails and reinstall if necessary wood framing.	1	\$900
Men's Locker Rooms - Lower Skylight below broken unit is stained.	Clean, replace or discard lens.	3	\$250
Locker Room (Men's and Women's) - Extensive rust on lockers. - 28 two tier	Replace with rust resistant lockers - possibly built up on bench.	2	\$23,016
Locker Room (Men's and Women's) - Wood Bench finish deteriorating. - 4	Refinish or replace with solid surface top. Remove rust and repaint bases.	2	\$3,288
Meeting room doors open outward with no stop. Damage to door and frame has occurred. Water enters under door. - 2	Doors should be repaired or replaced and include overhead closer with integrated door stop. Thresholds to be removed and reinstalled in bed of mastic.	2	\$13,700
Exterior paint is critical to protect this facility.	Repaint building entirely including all doors and trim.	1	\$10,960
Concrete spawling at exterior steps to Pool Mechanical. - 2 small	Remove spawl and patch concrete.	3	\$600
Storage doors from pool deck are not exterior grade and have delaminated.	Replace with exterior grade wood doors or fiberglass.	1	\$4,658
Stained interior concrete floor in meeting room is trowel finish and not slip resistant. 400s.f.	Recommend a sand blast finish if wet feet and flip flops are entering this room.	2	\$1,656
Visibility of pool deck from Staff Room is limited by window spacing and window type with horizontal mullions at eye height. 3 -12 s.f.	Larger fixed glass window(s) oriented to pool deck should replace the double hung operable windows that side. Remove signage from glass.	3	\$9,936
Customer entry queing is poorly configured allowing lingering near entry gate and uncontrolled entry.	Consider reconfiguring entry and controls.	2	\$30,000
Wood surge pit cover on west side outside building is in poor condition and subject to further rot.	Recommend replacing wood decking with PT or redwood decking.	3	\$3,000
Park restroom door finish in poor condition	Repaint door and frame.		
Architectural Repairs	Budget for planning purposes		\$26,554

Mechanical Deficiencies	Recommendations		Total Cost
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Acid and Chlorine storage is within pool mechanical room causing substantial deterioration and corrosion. 100 s.f.	Recommend reconfiguring to provide separate corrosion resistant chemical storage rooms vented to the outdoors.	2	\$27,600
Air gap at pool waste line spills over catch pipe.	Install broader catch basin at top of waste line below air gap.	1	\$250
Domestic water heater insufficient capacity	Upgrade water heater capacity.	2	\$1,120
Large pool heater has reached the end of its useful life.	Replace large pool heater.	1	\$50,000
Building does not have fire sprinkler protection.	Installation could be required by Fire Dept. if building remodeled.	3	N/A
Possible pool piping leak under lawn between large pool and surge pit.	City to contract for leak detection services to confirm and repair if necessary.	1	TBD
Outdoor shower should be covered and drain to SS, not storm drain.	Existing condition may be acceptable to remain.	3	\$9,936
Mechanical Repairs	Budget for planning purposes		\$51,370

Electrical Deficiencies	Recommendations		Total Cost
Damaged conduit and fittings adjacent to chem. feed treatment equipment.	Replace damaged conduit, pull box and fittings, and reconnect conductors .	2	\$6,850
Open electrical j-box.	Provide cover.	1	
Electrical panel board and panels in Pool Equipment Room are very old and have been subject to highly corrosive environment.	Recommend inspection by qualified electrical engineer or contractor to assess condition. Assume panel cover replacement.	2	\$3,000
Semi-recessed panel in family Changing Room leaves exposed panel corners at children's head height as a hazard.	Trim out panel with painted wood trim so panel face sits on trim.	1	\$1,200
Electrical Repairs	Budget for planning purposes		\$6,850

Structural Deficiencies	Recommendations		Total Cost
Age and type of construction warrants evaluation for seismic safety.	Recommend evaluation by structural engineer to evaluate potential seismic upgrade.	3	TBD
Structural Repairs	Budget for planning purposes		\$0

ADA Deficiencies	Recommendations		Total Cost
Path of travel to Building entries not reviewed.	See Sitework.	1	N/A
Staff Room - Casework at ADA counter does not support staff.	Add casework at public counter window.	2	\$2,740

Lock box at Family Restroom protrudes more than maximum 4" into path of travel.	Replace with shallower box/lock assembly.	2	\$600
Outdoor showers (1) - Handheld sprayer is not provided at 48" max above ground surface.	Provide hand-held sprayer with mounting bracket at 48" max above ground surface.	1	\$3,500
Drinking fountain does not have protection and is not compliant.	Replace with high/low unit with pipe rail protection each side.	1	\$19,320
Hose bibs along ADA path of travel to locker rooms protrude more than 4" . -	Relocate or provide compliant protection.	2	\$3,288
Park Restroom door swing conflicts with clear space required for toilet and 60" circle for turn around.	Cannot be reconfigured to comply without moving walls. Changing door to swing outward with adequate exterior landing for compliance.	1	\$5,106
ADA Repairs	Budget for planning purposes		\$26,160

¹ Terracon FCA 1/18/2019

Total Deficiency Cost

\$110,934

A BRET HARTE PARK

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Door finish poor with adhesive residue. - 2	Sand and Repaint Door.	3	\$1,380
Architectural Repairs	Budget for planning purposes		\$1,380

Mechanical Deficiencies	Recommendations		
Mechanical Repairs	Budget for planning purposes		\$0

Electrical Deficiencies	Recommendations		
Electrical Repairs	Budget for planning purposes		\$0

Structural Deficiencies	Recommendations		
Structural Repairs	Budget for planning purposes		\$0

ADA Deficiencies	Recommendations		
ADA Repairs	Budget for planning purposes		\$0

Total Deficiency Cost

\$1,380

B FREITAS PARK

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Storage Shed - wood shake roof failed. - 60 s.f.	Replace shake roof.	1	\$3,000
Picnic Shelter - wood shake roof failed. - 120 s.f.	Replace shake roof, refinish soffit.	1	\$5,000
Restroom asphalt roof damage at ridge. - 20 s.f.	Patch roofing at ridge.	2	\$3,000
Wood siding and trim failing throughout. - 880 s.f.	Replace wood siding.	2	\$50,000
Wood soffit damaged. - 10 s.f.	Patch wood soffit.	3	\$3,000
Urinal screen failing. - 1	Replace screen & brackets.	2	\$1,000
Architectural Repairs	Budget for planning purposes		\$65,000

Mechanical Deficiencies	Recommendations		
Exhaust fans don't work. - 2	Replace exahust fans.	1	\$1,242
Exaust louvers damaged. - 2	Replace louvers.	2	\$900
Mechanical Repairs	Budget for planning purposes		\$2,142

Electrical Deficiencies	Recommendations		
Light fixtures dated and not LED. - 4	Replace with LED.	3	\$2,760
Electrical Repairs	Budget for planning purposes		\$2,760

Structural Deficiencies	Recommendations		
Structural Repairs	Budget for planning purposes		\$0

ADA Deficiencies	Recommendations		
ADA signage missing or damaged. - 4	Reoplace ADA signage.	1	\$414
Sink too close to wall - not enough room to adjust without reconfiguring. - 2	Reconfigure sink & remove urinal/ screen to comply.	1	\$2,760
Exterior door landing is not level. - 50 s.f.	Replace concrete paving.	1	\$3,450
ADA Repairs	Budget for planning purposes		\$6,624

Total Deficiency Cost

\$76,526

C GERSTLE PARK LOWER

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Exterior earth grade too high and close to wood siding. - 26 l.f.	Remove soil clear from siding and to slope away from structure.	1	\$1,800
Debris and moss on asphalt roof shingles.	Remove debris and moss / powerwash.	1	\$1,200
Paint staining on concrete floor. - 60 s.f.	Paint removal and cleaning.	3	\$1,656
No base board. - 32 l.f.	Add resilient coved base.	1	\$1,311
FRP stained and light damage - 300 s.f.	Clean and repair FRP.	3	\$1,500
Metal chase covers rusted. - 2	Replace chase covers with Galv. metal and paint.	1	\$2,400
Architectural Repairs	Budget for planning purposes		\$9,867

Mechanical Deficiencies	Recommendations		
Mechanical Repairs	Budget for planning purposes		\$0

Electrical Deficiencies	Recommendations		
Remote door lock not funcional.	Remove hardware, conduit, patch and paint.	2	\$1,200
exterior exposed conduit loose.	Fasten conduit.	2	\$900
Electrical Repairs	Budget for planning purposes		\$2,100

Structural Deficiencies	Recommendations		
Structural Repairs	Budget for planning purposes		\$0

ADA Deficiencies	Recommendations		
No Door Sign. - 1	Provide Door Sign.	1	\$104
Toilet too far from wall - both directions. - 1	Adjust plumbing or fur 2 walls.	1	\$5,200
ADA Repairs	Budget for planning purposes		\$5,304

Total Deficiency Cost

\$17,271

D GERSTLE PARK UPPER

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Graffiti on back side, wood siding finish inconsistent. - 1200 s.f.	clean, sand and stain and restain wood siding.	2	\$3,200
Debris and moss on asphalt roof shingles.	Remove debris and moss.	1	\$1,800
wood siding too close to paving. - 72 l.f.	Remove bottom 2 rows of lap siding, trim and OSB, provide 25 l.f. concrete curb, trim and replace and replace lowest siding lap, cut and reinstall trim up 2" min.	1	\$12,000
Exterior door frames of insufficient throat size for wall thickness. Rusting. - 2	Replace doors, hardware and frames with galvanized.	2	\$10,212
No base board. - 64 l.f.	Add resilient covered base.	1	\$2,622
FRP stained and light damage. - 600 s.f.	Clean and repair FRP.	3	\$3,000
Metal chase covers rusted. - 4	Replace chase covers with Galv. metal and paint.	1	\$2,400
Architectural Repairs	Budget for planning purposes		\$29,834

Mechanical Deficiencies	Recommendations		
Escutchions needed for unused faucet holes. - 2	Replace escutchions.	3	\$100
Flush valve cover broken. - 1	Replace cover.	3	\$100
Mechanical Repairs	Budget for planning purposes		\$200

Electrical Deficiencies	Recommendations		
Remote doors lock not functional. - 2	Remove hardware, conduit, patch and paint.	2	\$2,400
Electrical panel not closing - may be for remote locking.	Remove panel and conduit if not required.	2	\$1,200
Electrical Repairs	Budget for planning purposes		\$3,600

Structural Deficiencies	Recommendations		
Appears to be modular concrete block curb on slab foundation.	Not conventional, no known concerns.	3	N/A
Structural Repairs	Budget for planning purposes		\$0

ADA Deficiencies	Recommendations		
No Door Sign. - 2	Provide Door Signs.	1	\$207
Toilet too far from sidewall. - 1	Adjust plumbing or fur 1 wall.	1	\$3,800
ADA Repairs	Budget for planning purposes		\$4,007

Total Deficiency Cost

\$37,641

E LOS RANCHITOS PARK

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Wood roof rafter outriggers dryrot. - 4	Restore, paint and flash.	1	\$4,800
All exposed roof wood trim finish failing. - 200 l.f.	Patch and paint.	1	\$9,600
Foam trim at top of stone base failing throughout. - 30'	Patch or replace and refinish.	2	\$4,416
All doors paint failing. - 3	Treat rust and repaint doors.	2	\$2,070
Door closer cover plate missing.	Replace cover.	3	\$300
Towel dispenser/waste damaged. - 4	Replace cover.	2	\$400
Epoxy Floor in poor condition. - 600 s.f.	Recoat epoxy.	3	\$6,624
Tape residue from temp signage.	Remove residue from FRP.	3	\$100
Doors and frames finish failing. - 2	Repaint doors and frames.	3	\$1,380
Mirror finish failing -2	Replace mirrors.	3	\$200
Laminate partition doors damaged - 3	Replace doors.	2	\$2,400
Architectural Repairs	Budget for planning purposes		\$21,586

Mechanical Deficiencies	Recommendations		
Sink faucet broken.	Repair or replace.	1	
Toilet not fixed to floor at Men's.	Reinstall toilet.	1	\$800
Exhaust louver missing at Men's.	Replace louver.	2	\$250
Mechanical Repairs	Budget for planning purposes		\$1,050

Electrical Deficiencies	Recommendations		
Light fixtures dated and inefficient.	Replace with LED.	3	\$1,800
Light sensor cover plate missing in Men's.	Remove, patch, reinstall with cover plate.	2	\$100
Electrical Repairs	Budget for planning purposes		\$1,900

Structural Deficiencies	Recommendations		
Concrete base spawling at DF. - 1 s.f.	Patch and paint	3	\$1,200
Structural Repairs	Budget for planning purposes		\$1,200

ADA Deficiencies	Recommendations		
Signage not compliant, missing or failing. - 4	Replace signage.	1	\$414
hand dryer location not accessible in Men's.	Relocate hand dryer.	1	\$2,400
Sinks not compliant. - 2	Replace sinks and .	1	\$3,312
ADA Repairs	Budget for planning purposes		\$6,126

¹ Terracon FCA 1/18/2019

Total Deficiency Cost

\$31,862

F LOCH LOMOND PARK

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Doors finish in poor condition. - 3	Repaint doors and frames.	2	\$2,070
Door prepped for key/thumbturn deadbolt lock but not installed. - 2	install proper lock with indicator.	1	\$1,800
Architectural Repairs	Budget for planning purposes		\$3,870

Mechanical Deficiencies	Recommendations		
Exhaust fan not working in Women's.	Replace exhaust fan.	2	\$621
Mechanical Repairs	Budget for planning purposes		\$621

Electrical Deficiencies	Recommendations		
Electrical Repairs	Budget for planning purposes		\$0

Structural Deficiencies	Recommendations		
Structural Repairs	Budget for planning purposes		\$0

ADA Deficiencies	Recommendations		
Door landings are too small to be compliant. - 30 s.f.	Add concrete slab - pin to existing or replace.	1	\$3,450
Door supplemental lock not compliant. - 2	Remove and patch - Install proper lock with indicator - see Architectural.	1	\$300
ADA signage on doors is failing. - 2	Replace door signage.	1	\$207
ADA Repairs	Budget for planning purposes		\$3,957

Total Deficiency Cost

\$8,448

G PEACOCK GAP PARK

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Water entering building at rear service doors.	Grading, paving and drainage needs to be corrected to direct water away from building.	1	TBD
Paper towel dispenser/waste unit damaged.	Replace combo unit.	3	\$300
Mirrors damaged. - 2	Replace mirrors.	2	\$552
Architectural Repairs	Budget for planning purposes		\$852

Mechanical Deficiencies	Recommendations		
Hose bib leaking	replace hose bib.	1	\$276
Mechanical Repairs	Budget for planning purposes		\$276

Electrical Deficiencies	Recommendations		
Electrical Repairs	Budget for planning purposes		\$0

Structural Deficiencies	Recommendations		
Structural Repairs	Budget for planning purposes		\$0

ADA Deficiencies	Recommendations		
Missing ADA signage on both doors. - 4	Provide signage.	1	\$414
Drinking Fountain not dual height and niche not large enough.	Fur out wall to eliminate niche, replace DF, protect with S railings both sides.	1	\$8,220
Width for sink insufficient in Men's.	Adjust urinal screen location.	1	\$500
trough urinal not compliant.	Revise plumbing and Replace with 1 normal and 1 low compliant urinal.	1	\$8,000
clear space for ADA toilet at Men's conflicts with partition doorway - same for required grab bar.	See ADA toilet resolution below.	1	N/A
ADA toilets not compliant distance from side partition - 2	Recommend moving toilets to 18" from concrete wall and replacing all grab bars and accessories.	1	\$12,000
Women's normal toilet out of order.	TBD	1	TBD
Gates are not ADA compliant.	Gates must remain fixed in open position for compliance.	1	N/A
ADA Repairs	Budget for planning purposes		\$28,720

Total Deficiency Cost

\$29,848

H PICKLEWEED PARK

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Ext. wood trim failing at base and around doors and vents. 300 l.f.	Replace failed trim and paint all.	1	\$4,140
Doors and Hardware in poor condition and not functional. - 2	Replace doors, frames and hardware.	2	\$10,212
Interior RFP finish poor. - 480 s.f.	Repaint or replace RFP.	3	\$4,800
Interior base failing. - 60 l.f.	Replace and repaint.	1	\$2,622
Sheet metal cover plate fasteners missing.	Replace fasteners / remove and patch wall if new RFP.	3	\$1,200
Architectural Repairs	Budget for planning purposes		\$21,774

Mechanical Deficiencies	Recommendations		
Vents do not have sufficient roof overhang for simple screens. - 64 sq. ft.	Replace with louvers with proper flashed details.	1	\$3,600
Sink faucet not attached. - 1	Reinstall faucet.	1	\$800
Mechanical Repairs	Budget for planning purposes		\$4,400

Electrical Deficiencies	Recommendations		
Remote locking system appears to be incomplete.	Remove hardware, conduit, patch and paint.	3	\$2,400
Electrical Repairs	Budget for planning purposes		\$2,400

Structural Deficiencies	Recommendations		
Structural Repairs	Budget for planning purposes		\$0

ADA Deficiencies	Recommendations		
Door signage incomplete. - 2	Replace door signage.	1	\$207
Door hardware broken. - 1	Replace hardware .	1	\$1,500
ADA Repairs	Budget for planning purposes		\$1,707

Total Deficiency Cost

\$30,281

I SANTA MARGARITA PARK

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Exposed steel roof beams rusting. - 200 l.f.	Treat rust and repaint.	3	\$1,200
finishes at new light fixtures poor. - 2	Patch and paint.	3	\$900
Grab bar dented.	Replace grab bar.	3	\$200
TP dispenser damaged. - 1	Replce TP dispenser.	2	\$200
Exterior doors finish poor. - 3	Repaint doors and frames.	3	\$2,070
Architectural Repairs	Budget for planning purposes		\$4,570

Mechanical Deficiencies	Recommendations		
Mechanical Repairs	Budget for planning purposes		\$0

Electrical Deficiencies	Recommendations		
Cover plate damaged.	Replace cover plate.	2	\$200
Electrical Repairs	Budget for planning purposes		\$200

Structural Deficiencies	Recommendations		
Structural Repairs	Budget for planning purposes		\$0

ADA Deficiencies	Recommendations		
Signage not compliant, missing or failing. - 4	Replace signage.	1	\$414
ADA Repairs	Budget for planning purposes		\$414

Total Deficiency Cost

\$5,184

J SUN VALLEY PARK

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Ext. wood base in contact with earth and failing. - 20 l.f.	Lower grades around bldg. to 6" below wood / replace base.	1	\$1,800
Dead bolt not functional. - 1	Replace deadbolt.	1	\$600
Steel structure at entry rusting.	Treat rust and paint.	3	\$1,200
Interior wall finish poor.	Repaint interior walls.	3	\$3,200
Architectural Repairs	Budget for planning purposes		\$6,800

Mechanical Deficiencies	Recommendations		
Mechanical Repairs	Budget for planning purposes		\$0

Electrical Deficiencies	Recommendations		
Push button for exit not functional.	Remove and patch.	3	600
Electrical Repairs	Budget for planning purposes		\$0

Structural Deficiencies	Recommendations		
Structural Repairs	Budget for planning purposes		\$0

ADA Deficiencies	Recommendations		
Hand dryers do not have required clear space.	Relocate electric hand dryers.	1	\$2,400
Baby Changing Station does not stay closed so conflicts w/ clear space. - 1	Replace BC station.	1	\$900
Sinks are 1/4" too high. - 2	Remove and reinstall sinks.	1	\$1,200
ADA Repairs	Budget for planning purposes		\$4,500

Total Deficiency Cost

\$11,300

K VICTOR JONES PARK

Architectural Deficiencies	Recommendations	Priority 1-3	Total Cost
Asphalt roof shingles are in poor condition. - 500 s.f.	Replace roof.	2	\$8,000
Roof flashing does not have gutters and does not provide drip so fascias are deteriorating. - 40 l.f.	Provide gutters or proper drip detail at roof eaves - clean and paint fascias.	2	\$900
Door Hardware not compliant & damaged. - 2	Replace door hardware.	1	\$2,760
Doors finish in poor condition. - 3	Paint doors and frames.	2	\$2,070
Concrete floor in poor condition and innadequete wall base. - 360 s.f.	Add epoxy floor with integral base throughout.	3	\$3,974
plywood interior walls in poor condition and not cleanable/durable. - 300 s.f.	Add FRP at interior partitions.	3	\$1,656
Architectural Repairs	Budget for planning purposes		\$17,704

Mechanical Deficiencies	Recommendations		
Floor drains do not have covers. - 2	Replace floor drains.		\$1,600
Mechanical Repairs	Budget for planning purposes		\$1,600

Electrical Deficiencies	Recommendations		
Electrical Repairs	Budget for planning purposes		\$0

Structural Deficiencies	Recommendations		
Structural Repairs	Budget for planning purposes		\$0

ADA Deficiencies	Recommendations		
ADA signage not provided. - 2	Add door signage.		\$207
Entry doors do not have compliant space.	Doors must be removed or fixed open to comply during hours of.		N/A
No ADA compliant toilets provided. - 2	Reconfigure entire rooms to provide compliant fixtures - expand to keep 2 fixtures each.		\$50,000
Toilet partitions in poor condition and not compliant. - 4	Replace 3 toilet partitions and 1 urinal screen		\$6,800
Toilet fixtures too close to sidewall. - 3	Reconfigure subslab plumbing for new fixture locations.		\$3,800
No compliant accessories and grab bars. - 2	Provide new accessories and grab bars throughout.		\$2,400
ADA Repairs	Budget for planning purposes		\$63,207

Total Deficiency Cost

\$82,511



SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: City Attorney

Prepared by: Rob Epstein, City Attorney

City Manager Approval: _____

A handwritten signature in blue ink, appearing to be 'JS', written over a horizontal line.

TOPIC: APPOINTMENT OF CRISTINE R. ALILOVICH TO CITY MANAGER

SUBJECT: RESOLUTION APPOINTING CRISTINE R. ALILOVICH CITY MANAGER, EFFECTIVE JUNE 1, 2023 AND APPROVING AND AUTHORIZING THE MAYOR TO EXECUTE AN EMPLOYMENT AGREEMENT

RECOMMENDATION: Adopt Resolution Appointing Cristine R. Alilovich City Manager, Effective June 1, 2023, and Approving and Authorizing the Mayor to Execute an Employment Agreement.

BACKGROUND: On October 4, 2022, City Manager Jim Schutz announced his retirement. The City Council hired Gary Phillips with Bob Murray and Associates to conduct a nationwide search, and then met in closed session on March 13, March 28, March 29, and April 3, 2023 to consider and interview candidates to be appointed as City Manager to succeed Mr. Schutz. In the April 3rd closed session, the Council unanimously agreed that the City's current Assistant City Manager, Cristine Alilovich was their desired candidate for the position.

Cristine brings a wide range of experience to the City Manager position. She has worked in local government for 25 years and has been the City of San Rafael's Assistant City Manager since September 2015. Her dedication to public service stems from an early career in providing direct mental health services to the community and desiring to being a part of larger scale positive change. Prior to coming to San Rafael, she served as the Assistant Director of Finance for the County of Marin, and prior to that worked at the County of Sonoma for nine years in the areas of human resources, risk management, and budget. She has a master's degree in public administration from the University of Southern California and a bachelor's degree from Rutgers University.

In her role as the Assistant City Manager for more than seven years, Cristine has served as a principal advisor to the City Manager. She has had direct management oversight of the Finance Department, Human Resources Department (including overseeing all employee relations issues), Digital Service & Open Government Department, Parking Services, the Office of Emergency Services, and the Sustainability program. She also leads the City's community engagement, and diversity, equity, inclusion, and belonging initiatives.

FOR CITY CLERK ONLY

Council Meeting:

Disposition:

Cristine has also overseen a number of important projects. She led the design and construction phase of several Essential Facilities projects including the Public Safety Center and Fire Stations 52 and 57; she led the Emergency Operations Center response to COVID-19; and she facilitated the Terra Linda Social Justice Public Art project and creation of the city's public art program.

Cristine and her family have lived in Novato for the last six years.

ANALYSIS:

The Council met in closed session on April 3, 2023 to give direction to its designated negotiators, Mayor Kate and Vice-Mayor Llorens-Gulati, concerning desired terms for Cristine Alilovich's employment. Mayor Kate and Vice-Mayor Llorens-Gulati thereafter separately negotiated with Ms. Alilovich concerning the terms of employment, including the terms of compensation. This report provides for the approval of an Employment Agreement that resulted from those negotiations, attached as Exhibit A to the Resolution in this report.

As proposed in the Employment Agreement, Cristine Alilovich would become City Manager on June 1, 2023. The terms of employment are largely unchanged from the terms of the current City Manager's employment agreement, except where noted below. Following is a summary of key terms:

- Base salary: The starting base salary will be \$283,992, subject to adjustments equal to a minimum of the percentage increases received by the Unrepresented Executive Management Group. This is the same base salary with adjustments received by the current City Manager.
- Other compensation:
 - Health insurance: The City will pay the full cost of the employee's family medical insurance premium, which is the same benefit received by the current City Manager.
 - Deferred compensation Section 457 Plan contribution: At the annual maximum amount allowed by the Internal Revenue Service. The current City Manager's benefit is a contribution of \$15,000 per year.
 - Monthly automobile allowance: \$500 per month, increased from \$400 per month in the current City Manager's contract.
 - Monthly wellness benefit: \$400 per month. This is a new benefit not received by the current City Manager.
 - Term life insurance policy: \$250,000, equal to that of the current City Manager.
- Severance pay: Equal to 12-months' pay, including base salary and benefits. This is an increase from 6-months' pay in the current City Manager contract.

Other employee benefits for the City Manager are substantially the same as those received by the non-public safety Unrepresented Executive Management Group.

COMMUNITY OUTREACH: Not applicable.

FISCAL IMPACT: The 2023-2024 budget will account for the cost of total compensation reflected in the Employment Agreement. There is some increase in total compensation from the current City Manager's agreement due to the increases noted above for other compensation.

OPTIONS:

1. Adopt the Resolution.
2. Adopt the Resolution with modifications.
3. Do not adopt the Resolution and provide direction to the designated negotiators.

RECOMMENDED ACTION: Adopt the Resolution.

ATTACHMENTS:

1. Resolution, with Exhibit A – Employment Agreement

RESOLUTION NO. _____

RESOLUTION OF THE CITY COUNCIL OF SAN RAFAEL APPOINTING CRISTINE R. ALILOVICH CITY MANAGER, EFFECTIVE JUNE 1, 2023 AND APPROVING AND AUTHORIZING THE MAYOR TO EXECUTE AN EMPLOYMENT AGREEMENT

WHEREAS, the City Council met in closed session on March 13, March 28, March 29, and April 3, 2023 to consider and interview candidates for a City Manager to replace retiring City Manager Jim Schutz; and

WHEREAS, at the April 3, 2023 closed session, the Council unanimously agreed that the City's current Assistant City Manager, Cristine R. Alilovich was their desired candidate for the position; and

WHEREAS, at the April 3, 2023 closed session, the City Council designated Mayor Kate and Vice-Mayor Llorens-Gulati, to provide them with direction as to acceptable terms for an employment agreement with Ms. Alilovich, including the terms of compensation; and

WHEREAS, the Council's designated negotiators negotiated with Ms. Alilovich concerning the terms of an agreement for her employment as City Manager, including the terms of compensation; and

WHEREAS, at its regular meeting on April 17, 2023, the City Council considered, as an item of new business, the appointment of Cristine R. Alilovich as City Manager pursuant to the draft employment agreement attached hereto as Exhibit "A" and incorporated herein by reference (the "Employment Agreement"); and

WHEREAS, the City Council desires to appoint Cristine R. Alilovich as the City Manager for the City of San Rafael and, accordingly, to enter into the Employment Agreement with Ms. Alilovich; and

WHEREAS, Cristine R. Alilovich is qualified and willing to perform the duties and services of the position of City Manager in San Rafael.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SAN RAFAEL HEREBY RESOLVES:

1. The City Council hereby appoints Cristine R. Alilovich to serve as the City Manager for the City of San Rafael, effective June 1, 2023.
2. The City Council hereby approves the Employment Agreement between the City and Cristine R. Alilovich in the form attached hereto as Exhibit "A", and authorizes the Mayor to execute the Employment 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 held on the 17th day of April 2023 by the following vote, to wit:

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

Lindsay Lara, City Clerk

CITY MANAGER EMPLOYMENT AGREEMENT
Between the City of San Rafael and
Cristine R. Alilovich

April 18, 2023 (Effective June 1, 2023)

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CITY MANAGER EMPLOYMENT AGREEMENT

Between the City of San Rafael and Cristine R. Alilovich

- 1) Parties, Date, and Other Recitals - This Agreement is entered into as of April 18, 2023, and will take effect beginning June 1, 2023, by and between the City of San Rafael a municipal corporation ("the City"), and Cristine R. Alilovich ("Alilovich" or "City Manager"). The City and the City Manager are sometimes individually referred to as a "Party" and collectively as "Parties."
 - A) The City requires the services of a City Manager.
 - B) The City Manager has the necessary education, experience, skills, and expertise to serve as the City's City Manager.
 - C) The City Council of the City desires to employ the City Manager to serve as the City Manager of City.
 - D) The Parties desire to execute this Agreement pursuant to the authority of and subject to the provisions of Government Code Section 53260 et seq.
 - E) In consideration of these Recitals and the performance by the Parties of the promises, covenants, and conditions herein contained, the Parties agree to the terms set forth in this Agreement.
- 2) Employment - The City hereby employs Alilovich as its City Manager, and Alilovich hereby accepts such employment on the terms and conditions that are recited herein.
- 3) Term- The City Manager's employment will commence June 1, 2023, and shall continue until May 31, 2025 ("Initial Term"), or will conclude on the date of earlier termination in accordance with provisions in this Agreement. On June 1, 2025, and on each succeeding June 1st while this Agreement is in effect, the Initial Term, and any subsequent Term, of this Agreement shall be automatically extended for successive periods of two (2) years, or will conclude on the date of earlier termination in accordance with provisions in this Agreement.
- 4) Commitments and Understandings
 - A) City Manager's Commitments
 - (1) Duties & Authority
 - (a) The City Manager shall be the chief executive officer of the City and be responsible to the City Council for the proper administration of all affairs of the City.
 - (b) The City Manager shall perform all of the duties of the City Manager as set forth in Section 2.08 of the San Rafael Municipal Code, applicable provisions of the California Government Code, and City policies and procedures approved by the City Council, as may be provided from time to time. The City Council has designated and may also designate the City Manager as

the chief executive of other City-related legal entities. Such other legal entities include financing authorities and joint powers authorities.

- (c) The City Manager shall administer and enforce policies established by the City Council and promulgate rules and regulations as necessary to implement such policies. To accomplish this, the City Manager shall be required to:
 - (i) Attend all meetings of the City Council, unless excused by the Mayor.
 - (ii) Review all agenda documents before preparing the agenda for all regular or special meetings of the City Council.
 - (iii) Direct the work of all appointive City officers and departments.
 - (iv) Endeavor to implement changes that the City Manager believes will result in greater efficiency, economy, or improved public service in the administration of City affairs. This includes modernizing City services and employing a community-centered approach to service design.
 - (v) From time to time, recommend to the City Council adoption of such measures as the City Manager may deem necessary or expedient for the health, safety, or welfare of the community, or for the improvement of administrative services. The City Manager shall conduct research in administrative practices in order to bring about greater efficiency and economy in City government, and develop and recommend to the City Council long-range plans to improve City operations and prepare for future City growth and development.
 - (vi) From time to time, and based on the City Manager's best judgment, propose to the City Council the consolidation or combination of offices, positions, departments, or units under the City Manager's jurisdiction. The City Manager may be the head of one or more City departments.
 - (vii) Provide management training and develop leadership qualities among department heads and staff as necessary to build a City management team that can plan for and meet future challenges.
 - (viii) Exercise control of City government in emergencies as authorized by the Municipal code and California law.
- (d) The provisions of California Government Code sections 53243 to 53243.4, as those sections now or hereafter exist are hereby incorporated by reference into this Agreement. Thus, if City Manager is convicted of a crime involving an abuse of the City Manager's office or position, whether before or after release from employment, City Manager shall fully reimburse the City for any severance pay, paid leave salary disbursed pending an investigation related to the crime, or legal criminal defense funds relevant to the crime.

(2) Hours of Work

- (a) The City Manager is an exempt employee. The City Manager is expected to engage in those hours of work that are necessary to fulfill the obligations of the position. The position does not have set hours of work and the City Manager is expected to be available, as necessary, at all times.

(b) It is recognized that the City Manager must devote substantial time to the business of the City, outside of the City's customary business hours, and to that end the City Manager's schedule of work each day and week shall vary in accordance with the work required to be performed. The City Manager shall spend sufficient hours on site to perform their duties; however, the City Manager has discretion over the City Manager's work schedule and work location.

(c) The City Manager shall not spend more than 12 hours per month in teaching, consulting, speaking, or other non-City connected business for which compensation is paid without the express prior written consent of the City Council. Nothing in this agreement shall prohibit the City Manager from engaging in any charitable activities, so long as the time spent does not interfere with the City Manager's regular duties.

(3) Disability or Inability to Perform

(a) In the event the City Manager becomes mentally or physically incapable of performing the City Manager's functions and duties taking into account reasonable accommodation, and it reasonably appears such incapacity will last for more than six months, the City Council may terminate the City Manager. If the City Council does elect to terminate the City Manager due to incapacity, the City Manager shall receive all severance benefits provided in Section 7.C below.

B) City Commitments

(1) The City shall provide the City Manager with the compensation, incentives, and benefits specified in this Agreement, as from time to time may be amended with written consent of both parties.

(2) The City shall provide the City Manager with a private office, administrative support, staff, office equipment, supplies, automobile allowance, and all other facilities and services reasonably necessary for the performance of their duties.

(3) The City shall pay for (or provide the City Manager reimbursement for) all actual business expenses. The City shall provide the City Manager a City credit card to charge appropriate and lawful City business expenses.

(4) The City agrees to pay the professional dues, subscriptions, travel, and subsistence expenses on behalf of the City Manager which are necessary for the City Manager's continuation and full participation in national, regional, state, or local associations and organizations necessary and desirable for the City Manager's continued professional growth and advancement. Said reimbursement includes governmental groups and committees upon which the City Manager serves or may serve as a member. Said expenses may also be reimbursed or paid for on behalf of the City Manager for short courses, institutes and seminars that are necessary for the professional development of the City Manager.

(5) Given the importance of technological tools to the effective and efficient conduct of the City's business, the City shall provide computer, laptop computer, printer, high-speed internet access, cellular phone, iPad or subsequent type devices,

electronic calendar, fax, copy machine and similar devices to the City Manager at the City's expense, both at the City Manager's office and at the City Manager's residence as needed to carry out the duties of the position. All such equipment shall remain the property of the City.

- (6) The City Council sets policy for the governance and administration of the City, and it implements its policies through the City Manager.
- (7) The City Council recognizes that to meet the challenges facing the City it must exercise decisive policy leadership. As one step in carrying out this leadership responsibility, the City Council commits to spending time each year outside of regular City Council meetings to work with the City Manager and staff on setting goals and priorities for the City government, and to work on issues that may be inhibiting the maximal achievement of City goals.
- (8) Except for the purpose of inquiry, the City Council and its members shall deal with all subordinate City employees, officers, contractors, and consultants solely through the City Manager or the City Manager's designee, and neither the City Council nor any member thereof shall give orders to any subordinate of the City Manager, either publicly or privately.
- (9) The City Council agrees none of its individual members will order the appointment or removal of any person to any office or employment under the supervision and control of the City Manager. Notwithstanding, the City Council will work with the City Manager to assess, interview, and select the positions of Police Chief and Fire Chief.
- (10) The City Council agrees that any criticism of a City staff member shall be done privately through the City Manager.
- (11) Neither the City Council nor any of its members shall interfere with the execution of the powers and duties of the City Manager. The City Manager shall take orders and instructions from the City Council only when it is sitting as a body in a lawfully held meeting.

C) Mutual Commitments

(1) Performance Evaluation

- (a) Annual performance evaluations are an important way for the City Council and City Manager to ensure effective communications about expectations and performance.
- (b) The City Council recognizes that for the City Manager to respond to its needs and to grow in the performance of the City Manager's job, the City Manager needs to be advised how the City Council members evaluate the City Manager's performance.
- (c) To assure that the City Manager receives this information, the City Council shall conduct an evaluation of the City Manager's performance at least once each year and during the first year the City Council shall evaluate Alilovich after six months. The City Council and the City Manager agree that performance evaluations, for the purpose of course corrections, may occur quarterly or several times during each calendar year. In addition, the City Council may choose to establish a sub-committee to meet with the City

Manager periodically over the course of each year to measure progress on stated goals and priorities. The annual evaluation shall occur as soon as feasible after the City Manager's anniversary date of June 1, such as during the City Council's retreat or City Council meeting in that general timeframe.

(d) The annual review and evaluation shall be in accordance with specific criteria developed jointly by the City Council and the City Manager. Such criteria may be added to or deleted as the City Council may from time to time determine in consultation with the City Manager.

(i) The City Council and the City Manager shall define such goals and performance objectives as they mutually determine are necessary for the proper operation of the City for the attainment of the City Council's policy objectives, and the City Council and the City Manager shall further establish a relative priority among those goals and performance objectives.

(ii) The City Manager is authorized to have a facilitated performance evaluation, paid for by the City, if the City Manager chooses to do so. The City Council authorizes the Mayor and Vice-Mayor to meet with the City Manager following any annual performance evaluation, and administratively execute a performance bonus of up to and including 5% of then current salary, at their discretion. Any bonus exceeding 5% would require an affirmative vote of the majority of the City Council.

(2) In the event the City terminates the Manager for any reason or no reason, the City and the Manager agree that the City Council and the Manager shall endeavor not to make any written, oral or electronic statement to any member of the public, the press, or any city employee concerning the Manager's termination except in the form of a joint press release or statement, the content of which the parties hope will be mutually agreeable to the City and the Manager.

5) COMPENSATION - The City agrees to provide the following compensation to the City Manager during the term of the agreement:

A) Compensation & Required Employer Costs

(1) Base Salary

(a) The annual salary for the position of City Manager shall remain unchanged from the predecessor's annual salary at the time of their separation.

(b) Whenever the Unrepresented Executive Management Group receives a Cost of Living Adjustment (COLA), or an across the board salary increase, the City Manager will automatically also receive the same percentage increase in salary, by an amendment of this Agreement to be presented for adoption by the City at a regular public meeting of the City Council, however, the City Manager will not receive the salary increase scheduled to be received by the Unrepresented Executive Management Group in July 2023.

(c) Every year, the City will endeavor to conduct and pay for a compensation survey of the City Manager position, benchmarked against regional

comparable jurisdictions. This data will be reviewed and considered during the annual performance evaluation process.

- (d) The City Council shall review the manager's salary and benefits annually and may consider performance bonuses or salary adjustments at the sole discretion of the City Council. Based upon the Manager's performance and availability of funds, it is the intent of the City Council to compensate the Manager in a manner consistent with the nature and scope of the assigned duties and responsibilities.

(2) Required Employer Costs

- (a) Federal Insurance Contributions Act (FICA) (if applicable).
- (b) Medicare.
- (c) Unemployment Compensation.
- (d) The cost of any fidelity or other bonds required by law for the City Manager.
- (e) The cost to defend and indemnify the City Manager as provided in Section 8.C below.
- (f) Workers Compensation.

B) Benefits

- (1) Holidays - The City Manager is entitled to paid holidays in accordance with the provisions of the salary and benefit plan for the Unrepresented Executive Management Group.
- (2) Leave Allowance
 - (a) The City Manager shall receive the same vacation accrual and benefits as provided to the Unrepresented Executive Management class of City employees.
 - (b) The City Manager shall receive the same sick leave accrual and benefits as provided to the Unrepresented Executive Management class of City employees. Sick Leave accrual is based upon tenured employment with the City.
 - (c) City Manager shall be entitled to administrative leave per year in accordance with the provisions of the Salary and Benefit Plan for the Unrepresented Executive Management Group.
 - (d) All vacation, administrative and sick leave hours already accumulated by the City Manager during the time of their previous positions of employment with the City of San Rafael are carried forward and made applicable in the new position as City Manager.
- (3) Automobile - The City Manager shall be provided a monthly automobile allowance of \$500.00 in exchange for making their vehicle available for the City Manager's own use and for City-related business and/or functions during, before, and after normal work hours. Said allowance is intended to defray costs that the City Manager incurs in utilizing their personal vehicle for City business. The

automobile allowance shall appear on the City Manager's payroll stub as ordinary income and part of their salary, but shall not be considered part of the City Manager's base salary for purposes of this Agreement.

- (4) Wellness benefit – The City shall pay \$400 per month to promote health and wellness for the City Manager.
- (5) Health Insurance – The City shall pay the full cost of the employee's family medical insurance premium.
- (6) Benefits that Accrue to Other Employees - The City Manager shall be entitled to all benefits, rights, and privileges accorded to non-public safety City Department Directors, including, but not limited to, group health and dental insurance, except as otherwise provided in this Agreement. If there is any conflict between this Agreement and any resolution fixing compensation and benefits for non-public safety City Department Directors or other unclassified employees, this Agreement shall control. As is past practice, this section is intended to include salary and salary-related compensation. City Manager shall receive at least the same salary and salary-related adjustments as provided to the Unrepresented Executive Management class of City employees.

6) SECURITY

A) Pensions - Marin County Employee Retirement Association (MCERA)

- (1) City will pay only the City's Share for participation in the Marin County Employee Retirement Association. The City Manager shall pay the employee share.

B) Deferred compensation

- (1) Section 457 Plan.

(a) The City shall contribute into an Internal Revenue Services (IRS) Section 457 Plan selected by the City Manager from the list of City approved plans; the annual contribution which shall be the annual maximum allowable contribution determined by the IRS.

- (2) Internal Revenue Code Compliance - All provisions of Sections 5.A and 5.B are subject to the provisions and limitations of the Internal Revenue Code and its related regulations as amended from time to time. No requirement of any provision of Sections 5.A and 5.B shall be effective if it would violate any provision of the Internal Revenue Code or its related regulations, and the inability of the City to effectuate such requirements shall not constitute a breach of this Agreement.

C) Insurance

- (1) Disability Insurance. Long Term Disability insurance is to be provided as stipulated in the Unrepresented Management Resolution.
- (2) Life Insurance. Term life insurance in the amount of \$250,000, with the premium to be paid by the City, payable to a beneficiary the City Manager designates.

7) SEPARATION

- A) Resignation Retirement - The City Manager may resign at any time and agrees to give the City at least 45 days advance written notice of the effective date of their resignation,

unless the Parties otherwise agree in writing. If the City Manager retires from full time public service with the City, the City Manager may provide six months' advance notice. The City Manager's actual retirement date will be mutually established.

B) Termination & Removal –

- (1) It is expressly understood that the Manager is an at-will employee of the City, serving at the pleasure of the City Council as provided in Government Code Section 36506.
- (2) The City Council may remove the City Manager at any time, with or without cause, by a majority vote of its members. Notice of termination shall be provided to the City Manager in writing. Termination as used in this Section shall also include a request that the City Manager resign, a reduction in salary or other financial benefits of the City Manager, a material reduction in the powers and authority of the City Manager, or the elimination of the City Manager's position. Given the at-will nature of the position of City Manager, an important element of the employment agreement pertains to termination. It is in both the City's interest and that of the City Manager that any separation of the City Manager is done in a businesslike manner.

C) Severance Pay

- (1) In the event that the City Manager is terminated by the City Council during such time that the City Manager is willing to perform their duties under this Agreement, then the City agrees to pay the City Manager a lump sum cash payment equal to twelve months' base salary and benefits. It is the intention of the parties that this section complies with the requirements of Government Code Section 53260 et. seq. In the event of any conflict between this provision and those code sections, the terms of this agreement shall govern the contractual relationship between the employer and employee.
- (2) In addition, the City shall extend to the City Manager the right to continue health insurance as may be required by and pursuant to the terms and conditions of the Consolidated Omnibus Budget Reconciliation Act Of 1986 (COBRA).
- (3) All payments required under Section 7.C (1), and (2), are subject to and shall be interpreted to comply with the limitations set forth in Government Code Section 53260.
- (4) In no event may the City Manager be terminated within ninety (90) days before any municipal election or ninety (90) days after the first day of the new term following any municipal election for the selection or recall of one or more members of the City Council.

D) Involuntary Resignation

- (1) In the event that the City Council formally or a majority of the City Council informally asks that the City Manager resign, then the City Manager shall be entitled to resign and still receive the severance benefits provided in Section 7.C above.

E) Separation for Cause

- (1) Notwithstanding the provisions of Section 7.C, the City Manager may be terminated for cause. As used in this Section, "cause" shall mean only one or more the following:
 - (a) Conviction of a felony that adversely affects the reputation of the City Manager or the city;
 - (b) Conviction of any illegal act involving moral turpitude or personal gain;
 - (c) A plea of nolo contendere to any felony or illegal act involving moral turpitude or personal gain;
 - (d) Any act constituting a knowing and intentional violation of City's conflict of interest code;
 - (e) Continued abuse of non-prescription drugs or alcohol that materially affects the performance of the Manager's duties; or
 - (f) Repeated and protracted unexcused absences from the City Manager's office and duties.
- (2) In the event that the City terminates the City Manager for cause, then the City may terminate this Agreement immediately, and the City Manager shall be entitled to only the compensation accrued up to the date of termination, payments required by Section 7.F below, and such other termination benefits and payments as may be required by law. The City Manager shall not be entitled to any severance benefits provided by Section 7.C. The City reserves the right to suspend City Manager with pay at any time during the pendency of any of the foregoing events under item (1) above.

F) Payment for Unused Leave Balance

- (1) On separation from City employment, the City Manager shall be paid for all unused accrued leave allowances provided in Section 5.B(2) above. Accumulated leave balances shall be paid at the City Manager's monthly salary rate at the effective date of separation.

8) MISCELLANEOUS PROVISIONS

- A) Amendments - This Agreement may be amended at any time by mutual written agreement of the City and the City Manager.
- B) Conflict of interest
 - (1) The City Manager shall not engage in any business or transaction or have a financial or other personal interest or association, direct or indirect, which is in conflict with the proper discharge of their official duties or which would tend to impair independence in the performance of their official duties.
 - (2) The City Manager shall also be subject to the conflict of interest provisions of the California Government Code and any conflict of interest code applicable to the City Manager's City employment.
 - (3) The City Manager is responsible for submitting to the City Clerk the appropriate Conflict of Interest Statements at the time of appointment, annually thereafter, and at the time of separation from the position.

C) Indemnification

- (1) To the full extent of the law as provided by the California Torts Claims Act (Government Code Section 810 et seq.) and the indemnity provisions of this Agreement, whichever shall provide the greatest protection to the City Manager, the City shall defend and indemnify the City Manager against and for all losses sustained by the City Manager in direct consequences of the discharge of the City Manager's duties on the City's behalf for the period of the City Manager's employment.
- (2) The City shall defend, save harmless, and indemnify the City Manager against any tort, professional liability claim or demand or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring in the performance of the City Manager's duties as City Manager. The City may compromise and settle any such claim or suit and pay the amount of any settlement or judgment rendered thereon in the City's sole discretion.
- (3) Whenever the City Manager shall be sued for damages arising out of the performance of their duties, the City shall provide legal defense for the City Manager in such suit and indemnify the City Manager from any judgment rendered against the City Manager; provided that such indemnity shall not extend to any judgment for damages arising out of any willful wrongdoing. This indemnification shall extend beyond termination of employment and the otherwise expiration of this Agreement to provide protection for any such acts undertaken or committed in the City Manager's capacity as City Manager, regardless of whether the notice of filing of a lawsuit occurs during or following employment with the City. This indemnity provision shall survive the termination of the Agreement and is in addition to any other rights or remedies that the City Manager may have under the law.
- (4) The City and all parties claiming under or through it, hereby waives all rights of subrogation and contribution against the City Manager, for all matters while acting within the scope of the City Manager's duties, from all claims, losses and liabilities arising out of or incident to activities or operations performed by or on behalf of the City or any party affiliated with or otherwise claiming under or through it, regardless of any prior, concurrent, or subsequent active or passive negligence by the City Manager.
- (5) In the event that the City Manager shall serve as the chief executive of other City-related legal entities as provided in Section 4.A (l)(b) above, then each provision of this Section 7.C shall be equally applicable to each City-related legal entity as though set forth in an indemnity agreement between the City Manager and that legal entity. The City hereby guarantees the performance of this indemnity obligation by the City-related legal entity, and shall indemnify and hold the City Manager harmless against any failure or refusal by City related legal entity to perform its obligations under this Section 7.C.

D) Severability - If any clause, sentence, part, section, or portion of this Agreement is found by a court of competent jurisdiction to be illegal or unenforceable, such clause, sentence, part, section, or portion so found shall be regarded as though it were not

part of this Agreement and the remaining parts of this Agreement shall be fully binding and enforceable by the Parties hereto.

- E) Laws Affecting Title - In addition to those laws affecting a City Manager, the City Manager shall have the same powers, rights and responsibilities as a Chief Executive Officer, City Administrative Officer, Administrator, and/or City Administrator as those terms are used in local, state, or federal laws.
- F) Jurisdiction and Venue - This Contract shall be construed in accordance with the laws of the State of California, and the Parties agree that venue shall be in Marin County, California.
- G) Entire Agreement - This Contract represents the entire agreement of the Parties, and no representations have been made or relied upon except as set forth herein. This Contract may be amended or modified only by a written, fully executed agreement of the Parties.
- H) Notice - Any notice, amendments, or additions to this Agreement, including change of address of either party during the term of this Agreement, which the City Manager or the City shall be required, or may desire, to make, shall be in writing and shall be sent by prepaid first class mail or hand delivered to the respective Parties as follows:

- (a) If to the City:
Mayor
City of San Rafael
1400 Fifth Avenue
San Rafael, CA 94901

- (b) If to the City Manager:
City of San Rafael
1400 Fifth Avenue
San Rafael, CA 94901

[Signatures are on the following page.]

EXECUTION:

IN WITNESS WHEREOF, the City of San Rafael has caused this Agreement to be duly executed by its Mayor and the City Manager, and duly attested by its City Clerk, the ___th day of April 2023.

EMPLOYER - CITY OF SAN RAFAEL

CITY MANAGER

By: _____
Kate Colin, Mayor

Cristine R. Alilovich

APPROVED AS TO FORM:

ATTEST:

Robert F. Epstein, City Attorney

Lindsay Lara, City Clerk



SAN RAFAEL
THE CITY WITH A MISSION

Agenda Item No: SA 1.a

Meeting Date: April 17, 2023

**SUCCESSOR AGENCY TO THE REDEVELOPMENT AGENCY
AGENDA REPORT**

Department: Finance Department

Prepared by: Shawn Plate, Principal Accountant

City Manager Approval:

A handwritten signature in blue ink, appearing to be 'AS', written over a horizontal line.

TOPIC: SUCCESSOR AGENCY QUARTERLY INVESTMENT REPORT

**SUBJECT: ACCEPTANCE OF SUCCESSOR AGENCY QUARTERLY INVESTMENT REPORT
FOR THE QUARTER ENDING MARCH 31, 2023**

RECOMMENDATION: Accept investment report for the quarter ending March 31, 2023, 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 21, 2022](#), 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 \$173,497 at quarter-end.

FISCAL IMPACT: No financial impact occurs by adopting the report.

RECOMENDATION: Accept investment report for the quarter ending March 31, 2023, as presented.

ATTACHMENT:

1. Successor Agency Cash & Investment Report January through March 2023.

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.

Jim Schutz
City Manager

SUCCESSOR AGENCY TO SAN RAFAEL REDEVELOPMENT AGENCY

CASH and INVESTMENTS

QUARTER ENDED 3/31/2023

ISSUER	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		\$ 173,496.76	\$ 173,496.76	\$ 173,496.76	1	100.00%	1/31/2023
WESTAMERICA	DD	N/A	N/A		\$ 173,496.76	\$ 173,496.76	\$ 173,496.76	1	100.00%	2/28/2023
WESTAMERICA	DD	N/A	N/A		\$ 173,496.76	\$ 173,496.76	\$ 173,496.76	1	100.00%	3/31/2023
TOTAL INVESTMENTS					\$ -	\$ -	\$ -			
TOTAL CASH & INVESTMENTS - QUARTER-END BALANCE					\$ 173,496.76	\$ 173,496.76	\$ 173,496.76		100.00%	

% Portfolio held 1 year or less

100%

TYPE:
DD - Demand Deposit