



## AGENDA

SAN RAFAEL CITY COUNCIL - MONDAY, MARCH 4, 2024

SPECIAL MEETING AT 3:00 P.M.

REGULAR MEETING AT 6:00 P.M.

This meeting will be held in-person. This meeting is being streamed to YouTube at [www.youtube.com/cityofsanrafael](http://www.youtube.com/cityofsanrafael).

How to participate in the meeting:

- You are welcome to come to the meeting and provide public comment in person. Each speaker will have 2-minutes to provide public comment.
- Submit your comments by email to [city.clerk@cityofsanrafael.org](mailto:city.clerk@cityofsanrafael.org) by 4:00 p.m. the day of the meeting.

If you experience technical difficulties during the meeting, please contact [city.clerk@cityofsanrafael.org](mailto:city.clerk@cityofsanrafael.org).

**SPECIAL MEETING AT 3:00 P.M.**

**Third Floor Conference Room, City Hall  
1400 Fifth Avenue, San Rafael, CA 94901**

**Watch Online:**

Watch on Zoom Webinar: <https://tinyurl.com/spcc-2024-03-04>

Listen by phone: (669) 444-9171

ID: 832-8746-0815#

One Tap Mobile: +16694449171,,83287460815# US

**1. Presentation from Jacob Green and Associates, Inc. (JGA) regarding City Governance and Strategic Planning Best Practice**

Presentation initiating the first phase of the City's Priority Goal Setting process intended to build alignment around the City Council's vision for the upcoming fiscal year. During the next phase, at a future City Council meeting, the community will have an opportunity to review proposed Council priorities that will be developed by staff and provide input before priorities are finalized and adopted.

**OPEN SESSION - THIRD FLOOR CONFERENCE ROOM - FOLLOWING SPECIAL MEETING**

1. Mayor Kate to announce Closed Session items.

**CLOSED SESSION - THIRD FLOOR CONFERENCE ROOM - FOLLOWING SPECIAL MEETING**

2. Closed Session:

- a. Public Employee Performance Evaluation – City Manager  
(Government Code Section 54957(b)(1))  
*In closed session the City Council will establish the expectations and criteria for the City Manager's future performance review*
- b. Conference with Legal Counsel - Anticipated Litigation  
Significant exposure to litigation (Paragraph (2) of subdivision (d) of Government Code Section 54956.9): 1 potential case

- c. Conference with Labor Negotiators – Government Code Section 54957.6  
Lead Negotiators: Timothy L. Davis and Allison B. Hernandez (Burke, Williams & Sorensen)  
Agency Designated Representatives: Cristine Alilovich, Paul Navazio, Marissa Sanchez, and Angela Robinson Piñon  
Employee Organizations: San Rafael Police Mid-Management Association; Public Employee Union, Local 1; San Rafael Firefighters’ Association; San Rafael Police Association; SEIU Local 1021; Western Council of Engineers; San Rafael Fire Chief Officers’ Association; San Rafael Police Mid-Management Association; San Rafael Fire Chief Officers’ Association; San Rafael Mid-Management Employee Association; Unrepresented Executive Management

**REGULAR MEETING AT 6:00 P.M.**  
**San Rafael City Council Chambers**  
**1400 Fifth Avenue, San Rafael, CA 94901**

**Watch Online:**

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ID: 844-3204-9611#

One Tap Mobile: +16694449171,,84432049611# US

**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 Regular City Council Meeting of February 20, 2024 (CC)

- Recommended Action - Approve minutes as submitted*

- b. **Women’s History Month Proclamation**

- Proclamation in Recognition of Women’s History Month (HR)

- Recommended Action - Receive and file*

**SPECIAL PRESENTATIONS**

- 5. Special Presentations:

- a. **Presentation from the Golden Gate Bridge Highway and Transportation District on the San Rafael Transit Center (PW)**

## **PUBLIC HEARINGS:**

### 6. Public Hearings:

- a. **General Plan and Housing Element Annual Progress Reports and Updated Informational Report Regarding Challenges to Approving and Developing Housing**  
2040 General Plan Annual Progress Report for 2023, Housing Element Annual Progress Report for 2023, and Updated Informational Report Regarding Challenges to Approving and Developing Housing (CD)  
*Recommended Action – Accept reports*

## **OTHER AGENDA ITEMS:**

### 7. Other Agenda Items:

- a. **Specialized Assistance for Everyone (SAFE) Team 2023 Annual Report**  
Accept the Specialized Assistance for Everyone (SAFE) Annual Report for the 3-Year Pilot Alternative Response Team Program (PD)  
*Recommended Action – Accept report*
- b. **Fiscal Year 2023-24 Mid-Year Budget Update and Personnel Changes**  
Fiscal Year 2023-24 Mid-Year Budget Update for the Second Quarter Ending December 31, 2023 and Approval of a Resolution Authorizing Amendments to Salary Schedules to Reflect FY 2023-24 Mid-Year Personnel Changes (Fin)  
*Recommended Action – Accept report and adopt resolution*

## **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.

## **SAN RAFAEL SUCCESSOR AGENCY:**

1. Consent Calendar: - None.

## **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](mailto: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 - TUESDAY, FEBRUARY 20, 2024

REGULAR MEETING AT 6:00 P.M.  
San Rafael City Council Chambers  
1400 Fifth Avenue, San Rafael, CA 94901

### Watch Online:

Watch on Zoom Webinar: <http://tinyurl.com/cc-2024-02-20>

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

Listen by phone: (669) 444-9171

ID: 860-6190-5675#

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### **OPEN SESSION - THIRD FLOOR CONFERENCE ROOM - 5:00 P.M.**

1. Mayor Kate to announce Closed Session items.

### **CLOSED SESSION - THIRD FLOOR CONFERENCE ROOM - 5:00 P.M.**

2. Closed Session:
  - a. CONFERENCE WITH LEGAL COUNSEL-ANTICIPATED LITIGATION  
Significant exposure to litigation (Paragraph (2) of subdivision (d) of Government Code Section 54956.9): 1 potential case
  - b. CONFERENCE WITH LEGAL COUNSEL-EXISTING LITIGATION  
Paragraph (1) of subdivision (d) of Government Code Section 54956.9: 1 case  
Shaleeta Boyd, et al. v. City of San Rafael, et al. (U.S. District Court, N.D. Cal., Case No. 23-cv-04085-EMC)

Present: Councilmember Kertz  
Councilmember Llorens Gulati  
Mayor Kate

Absent: Councilmember Bushey  
Vice Mayor Hill

Also Present: City Manager Cristine Alilovich  
Assistant City Attorney Genevieve Coyle  
City Clerk Lindsay Lara

Mayor Kate called the meeting to order at 6:03 p.m. and invited City Clerk Lindsay Lara to call the roll. Councilmembers Bushey and Hill were absent.

Assistant City Attorney Genevieve Coyle announced there was no reportable action in the Closed Session held prior to the regular meeting.

Mayor Kate provided opening remarks, which included gratitude to City staff, especially to the Public Works, Police and Fire Departments for their work during the storms. Also, she included a land acknowledgment.

City Clerk Lindsay Lara informed the community that the in-person meeting would also be recorded and streamed live to YouTube and through Zoom. She noted the two-minute timer for public comment and closed captioning on Zoom.

### **CITY MANAGER AND COUNCILMEMBER REPORTS:**

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

#### **3. City Manager and Councilmember Reports:**

City Manager Cristine Alilovich announced:

- Police Advisory and Accountability Committee meeting to be held Wednesday, February 21 at 6 p.m. in City Hall Council Chambers
- Age-Friendly San Rafael Celebration honoring our residents 90 years old and over to be held Sunday, March 10 at 3:00 p.m. at B Street Community Center
- New official ballot box at Al Boro Community Center, which will also be an official polling place for the upcoming March 5 primary election

City Councilmember Reports:

- Councilmember Kertz reported on the Marin Economic Forum's Forecasting the Future event, the County's Homeless Policy Steering Committee, a Marin County Council of Mayors & Councilmembers (MCCMC) meeting on homelessness and the Vivalon Grand Opening.
- Councilmember Llorens Gulati reported on the King Tide event, a Marin Clean Energy (MCE) Board Meeting and a Community Development Department tour from a neighboring elected official.
- Mayor Kate reported on the Bicycle and Pedestrian Advisory Committee (BPAC) and announced its upcoming continued meeting in March, a Gerstle Park Neighborhood Association meeting, the Mayor Institute on City Design and that she was in Boston for the launch of the fellowship, a San Rafael Sanitation District (SRSD) meeting and a Transportation Authority of Marin (TAM) meeting regarding the County-wide transportation plan.

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

### **CONSENT CALENDAR:**

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

Councilmember Llorens Gulati moved and Councilmember Kertz seconded to approve the Consent Calendar.

#### **4. Consent Calendar Items:**

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

**Approve Minutes of the Regular City Council Meeting of February 5, 2024 (CC)**

*Approved minutes as submitted*

- b. **Gender-Neutral Language Amendments to Municipal Code**  
**Final Adoption of Ordinance 2033: An Ordinance Amending the San Rafael Municipal Code in its Entirety to Replace Gender-Specific Language with Gender-Neutral Language (CC)**  
*Final Adoption of Ordinance 2033*
- c. **San Rafael Library Foundation Board Appointment**  
**Rescind City Council Appointment to the San Rafael Public Library Foundation Board (CC)**  
*Rescinded appointment of Councilmember Maribeth Bushey to the San Rafael Public Library Foundation Board with no replacement*
- d. **Voter Approved Tax Oversight**  
**Voter Approved Tax Oversight Committee Annual Report for FY2022-23 (Fin)**  
*Accepted report*
- e. **Authorize a Software Services Agreement with Tyler Technologies, Inc. for an Enterprise Resource Planning (ERP) System**  
**Resolution Authorizing the City Manager to Enter into a Software Services Agreement with Tyler Technologies, Inc. for a New Enterprise Resource Planning (ERP) System and to Appropriate Available Funding to Support Year 1 Project Costs Through the FY 2024-25 Budget Process (Fin)**  
*Resolution 15277 - Resolution Authorizing the City Manager to Enter into a Software Services Agreement with Tyler Technologies, Inc. for a New Enterprise Resource Planning (ERP) System and to Appropriate Available Funding to Support Year 1 Project Costs Through the FY 2024-25 Budget Process*
- f. **Terra Linda Community Center and Park Plan Project**  
**Authorize the City Manager to Enter into a Professional Services Agreement with Gates + Associates for Landscape Architectural and Engineering Design Services for The Terra Linda Community Center and Park Plan Project in the Amount Not to Exceed \$166,818 (LR)**  
*Authorized the City Manager to enter into a Professional Services Agreement with Gates + Associates in the amount not to exceed \$166,818, using Measure A Funds that were appropriated as part of the FY 2023-24 budget*
- g. **Pickleweed Park Enhancement Project**  
**Authorize the City Manager to Enter into the First Amendment to Professional Service Agreement with Gates + Associates for Additional Landscape Architectural and Engineering Design Services Associated with the Pickleweed Park Enhancement Project, in the Amount Not to Exceed \$47,600, and Appropriate Funding for the Amendment, for a Total Not to Exceed Contract Amount of \$546,344 (PW)**  
*Authorized the City Manager to execute a first amendment to the professional services agreement with Gates + Associates for additional landscape architectural and engineering design services associated with the Pickleweed Park Enhancement Project, in the amount not to exceed \$47,600, for a total not-to-exceed contract amount of \$546,344; And, authorized a supplemental budget appropriation of \$47,600 from available General Fund balance set aside for priority capital projects*
- h. **Rotary Manor Culvert Replacement Project**  
**Accept Completion of the Rotary Manor Culvert Replacement Project, City Project No. 11371, and Authorize the City Clerk to File the Notice of Completion (PW)**

*Accepted completion of the Rotary Manor Culvert Replacement Project and authorized the City Clerk to file the Notice of Completion*

**i. Citywide Janitorial Service Agreements**

**Authorize the City Manager to Negotiate and Enter into a Service Agreement with the Lowest and Responsible Bidder for Up to Four Years For Citywide Janitorial Services in the Total Not To Exceed Amount Of \$274,120 Per Fiscal Year (PW)**

*Authorized the City Manager to negotiate and enter into a service agreement with the recommended contractor for up to four years for citywide janitorial services in the total not to exceed amount of \$274,120 per fiscal year*

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

**SPECIAL PRESENTATIONS**

**5. Special Presentations:**

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

**a. Proclamation to Mark Hedeem, Retiring after 55 Years of Service (PD)**

Mayor Kate presented the Proclamation to Mark Hedeem, and Mark provided comment.

**OTHER AGENDA ITEMS:**

**6. Other Agenda Items:**

**a. Agreement for 9-1-1 Emergency Communications & Fire Dispatch Services**

**Resolution Approving and Authorizing the City Manager to Execute an Agreement with the County of Marin for 9-1-1 Emergency Communications & Fire Dispatch Services (FD)**

City Manager Cristine Alilovich introduced the item and Interim Fire Chief Abraham Roman and Senior Management Analyst Thomas Wong who presented the Staff Report, and invited Marin County Fire Chief Jason Weber who provided comments.

Staff responded to questions from the City Council.

Mayor Kate invited public comment.

**Speaker:** Al Vetere

Staff responded to questions from the community.

Councilmembers provided comments.

Councilmember Kertz moved and Councilmember Llorens Gulati seconded to adopt the resolution.

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

*Resolution 15278 - Resolution Approving and Authorizing the City Manager to Execute an Agreement with the County of Marin for 9-1-1 Emergency Communications & Fire Dispatch Services*

**OPEN TIME FOR PUBLIC EXPRESSION**

- Angela Adams, Northern Cal Carpenters Union, addressed the City Council regarding the implementation of labor standards for all construction workers.

**SAN RAFAEL SUCCESSOR AGENCY:**

1. Consent Calendar: - None.

**ADJOURNMENT:**

Mayor Kate adjourned the meeting at 6:55 p.m.

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LINDSAY LARA, City Clerk

APPROVED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2024

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KATE COLIN, Mayor

DRAFT



**City of San Rafael**  
**Proclamation in Recognition of**  
**WOMEN'S HISTORY MONTH**  
**MARCH 1 – 31, 2024**

**WHEREAS,** Each year, Women's History Month offers an important opportunity for us to shine a light on the extraordinary legacy of trailblazing American women and girls who have built, shaped, and improved upon our nation; and

**WHEREAS,** throughout history, through leadership, innovation, and ingenuity, generations of women have made significant contributions in science, medicine, technology, business, politics, government, entrepreneurship, and in arts and culture; and

**WHEREAS,** many of the contributions from woman aren't seen, highlighted, or acknowledged, but have been the fiber woven through families, neighborhoods, and communities: the mothers, grandmothers, aunts, cousins, friends who are called family, and supporters; and

**WHEREAS,** the 2024 Women's History Month theme is "Women Who Advocate for Equity, Diversity and Inclusion," we honor women who have been leaders in securing rights of suffrage and equal opportunity; and in the abolitionist, emancipation, industrial labor, civil rights, and peace movements, as well as those women who have supported others and tirelessly contributed to advancing diversity, equity, and inclusion in the daily lives they've lived; and

**WHEREAS,** generations of women that knew their gender was no obstacle to what they could accomplish and have long stirred new ideas and opened new doors, having a profound and positive impact on our community; and despite their contributions, the role of women in history has been consistently overlooked and undervalued in literature, education, and culture.

**THEREFORE, BE IT RESOLVED** that the Mayor and City Council of the City of San Rafael hereby proclaim March 1 - 31, 2024, as Women's History Month, recognizes the many accomplishments women have historically achieved and the many ongoing contributions they make to our society and our local community across Marin County and San Rafael.



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

**Kate Colin**  
**Mayor**



**SAN RAFAEL CITY COUNCIL AGENDA REPORT**

Departments: Community Development Department

Prepared by: Laura Simpson, Interim Director  
Alexis Captanian, Housing Manager  
Mel Burnette, Housing and Homelessness  
Analyst

City Manager Approval: 

**TOPIC: GENERAL PLAN AND HOUSING ELEMENT ANNUAL PROGRESS REPORTS AND UPDATED INFORMATIONAL REPORT REGARDING CHALLENGES TO APPROVING AND DEVELOPING HOUSING**

**SUBJECT: 2040 GENERAL PLAN ANNUAL PROGRESS REPORT FOR 2023, HOUSING ELEMENT ANNUAL PROGRESS REPORT FOR 2023, AND UPDATED INFORMATIONAL REPORT REGARDING CHALLENGES TO APPROVING AND DEVELOPING HOUSING**

**RECOMMENDATION:**

1. Accept the 2040 General Plan Annual Progress Report for 2023, and
2. Accept the Housing Element Annual Progress Report for 2023, and
3. Accept the Updated Informational Report Regarding Challenges to Approving and Developing Housing.

**BACKGROUND:**

All cities in California are required to prepare and adopt a General Plan. The General Plan is composed of both required and elective elements, or chapters, covering topics from Housing to Equity, Diversity, and Inclusion. The General Plan is the City's blueprint for meeting the community's long-term vision for the future. It identifies policies and programs addressing the development and redevelopment of land, preservation of parks and open spaces, provision of housing for current and future residents, conservation of natural resources, improvement of the circulation and transportation system, control of noise, and protection of life and property from hazards. The City of San Rafael adopted General Plan 2040 in August 2021.

Jurisdictions are required to update their Housing Elements every five years or eight years. The eight-year option was created to better align with the four-year schedule for updating Regional Transportation Plans, now mandated to align with housing plans in Regional Sustainable Communities Strategies. HCD is responsible for reviewing and certifying Housing Elements to ensure that they substantially comply with State law. The San Rafael City Council adopted a substantially compliant 2023-2031 Housing Element on May 15, 2023, and HCD certified the updated Housing Element on June 22, 2023.

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**FOR CITY CLERK ONLY**

**Council Meeting:**

**Disposition:**

Government Code Section 65400 mandates that local jurisdictions prepare an Annual Progress Report (APR) on the status of the City's General Plan and progress toward meeting its share of the Regional Housing Need Allocation (RHNA). The purpose of the APR is to provide local legislative bodies and the public with information regarding the implementation of the General Plan policies and programs and to inform the public of the progress in meeting the community's goals. An APR on the General Plan must be presented to the City Council for its review and acceptance each year and should provide enough information for decision-makers to assess how the General Plan was implemented during the 12-month reporting period. A copy of the report must be submitted to both the Governor's Office of Planning and Research (OPR) and the State Department of Housing and Community Development (HCD) by April 1 for the previous calendar year (January 1-December 31).

Prior to submitting the APR to the City Council, the Planning Commission may make recommendations to the City Council regarding reasonable and practical means for implementing the General Plan. Additionally, the Planning Commission may direct staff to provide more information and/or to revise the APR, or the Planning Commission may accept the report and direct staff to present the report to City Council at a public meeting. At the Planning Commission meeting on February 13, 2024, the Planning Commission accepted the General Plan Annual Progress Report and Housing Element Annual Progress Report for 2023 and directed staff to present them to the City Council at a public meeting.

This staff report summarizes the City's progress in implementing the City's General Plan during the 2023 calendar year and includes data on the City's progress towards meeting its share of RHNA, including data on all housing development applications, entitlements, building permits, and completions. Included with this report, staff has also provided an update on progress made toward addressing challenges to the approval and development of housing.

**ANALYSIS:**

**1. 2040 General Plan Annual Progress Report (APR)**

The 2040 General Plan Annual Progress Report (APR - Attachment 1), which is required to be submitted to the State by April 1, comprises the General Plan goals and provides a summary of the status of the General Plan and the implementation programs contained in each General Plan Element. San Rafael has adopted eight State-required elements and five optional Elements as follows:

- Land Use
- Neighborhoods
- Community Design and Preservation
- Conservation & Climate Change
- Parks, Recreation, and Open Space
- Safety and Resilience
- Noise
- Mobility
- Community Services and Infrastructure
- Arts and Culture
- Economic Vitality
- Equity Diversity and Inclusion
- Housing

Highlights of accomplishments in the implementation of General Plan programs in 2023 are included below with the corresponding references to the General Plan Element Implementation Program. The status of the Housing Element implementation has been reported on a separate form provided by HCD (see Attachment 1, pages 7-16).

- **LU-2.1A Zoning Ordinance Amendments.** The City amended the Municipal Code to allow additional housing development on single-family zoned parcels through subdivisions and additional primary residential units in accordance with SB 9, the California Home Act.
- **NH-1.1C Capital Improvements.** The Fourth Street intersection realignment project received \$3,051,000 in One Bay Area Grant 3 (OBAG 3) funding and is currently in the design phase. B Street was converted from one-way to two-way traffic.
- **NH-1.1D Downtown Public Safety.** Implemented the SAFE Team (Specialized Assistance for Everyone) in March of 2023. The SAFE Team provides front line public safety to vulnerable populations including individuals experiencing homelessness, chronic substance abusers, as well as individuals in mental health crisis. Since inception, the team has averaged 280 calls for service per month.
- **NH 1.12A Sea Level Rise Adaptation.** Staff received additional funding for an existing project focused on sea level rise, bringing the total to ~\$1.5 million in planning grants. A study is underway to identify appropriate sea level rise adaptation strategies.
- **NH 3.1A Southeast San Rafael Community Plan.** The City was awarded ~\$800,000 in grant funds for community outreach and the creation of a Canal Priority Development Area (PDA). The City anticipates issuing a Request for Proposals for a consultant to complete this work in early 2024.
- **C-1.16A Increasing the Tree Canopy.** The City planted trees on city-owned land, including Sun Valley Park, McInnis Parkway, and additional locations throughout the City. A Climate Action Corps Fellow was secured to conduct tree inventories and identify locations to plant new trees.
- **AC-1.1B Arts Facilities.** San Rafael ranked fourth among medium-sized communities nationwide in the Top 40 Arts-Vibrant Communities of 2023.
- **PROS-1.1A Parks and Recreation Master Plan.** The City Council adopted a Citywide Parks & Recreation Master Plan in April 2023.
- **S-1.3A Critical Facilities in Vulnerable Areas.** The City secured state funding from the Office of Planning and Research to assess the vulnerability of critical facilities to flooding amplified by relative sea level rise.
- **S-3.6B Partnerships.** The City continues to deepen partnerships and coordination as part of the City's ongoing sea level rise adaptation project. This project includes formal partnerships with UC Berkeley, the County of Marin, Canal Alliance, and the Multicultural Center of Marin.
- **N-1.9C Noise Specifications.** City maintenance crews transitioned to battery powered leaf blowers, which are significantly quieter than gas equipment.
- **M-1.2A Transportation Project Grants.** Grants secured by the City in 2023 include funding for 2nd/4th intersection, pedestrian bridge and Canal Area improvements, rapid rectangular flashing beacons for crosswalks surrounding schools, and a mid-block crossing with bulb-outs along Francisco Blvd.

- **M-3.6B Municipal Zero Emission Vehicles.** The City ordered two EV Public Works trucks and ordered and received two EV administrative police vehicles. The City will continue to shift to EV vehicles whenever possible.
- **M-7.8A Charging Stations.** Parking Services has upgraded the EV charger in the A Street garage. In addition, two EV chargers were repurposed and installed in the lower city hall employee lot for the two new EV parking enforcement vehicles acquired in early 2023.
- **CSI-5.4B Grants.** The Library and Recreation Department pursued a number of grant opportunities, including assisting the Downtown San Rafael Art District to apply for a grant for \$676,000 from the California Arts Council (successful), a \$6,380 Nutrition Infrastructure grant from the County of Marin (successful), Grant Funding from the County to support the Multicultural Older Adult congregate meal program (successful), a Caltrans Clean CA Local Grant to support the Pickleweed Park Enhancement Project (unsuccessful), a County of Marin Measure A 'FARE' Grant to support the City's Community Garden program (outstanding).
- **EDI-1.2E District Elections.** The Police Advisory and Accountability Committee was appointed with representation from each City Council District in the interview and appointment process. Interviews and a selection process took place in October, where nine members — seven regular and two alternates — were selected to be members of the PAAC. The PAAC had their first meeting in December. The purpose of the Committee is to provide input to improve public transparency and accountability with respect to the San Rafael Police Department and provide greater community participation in making recommendations on police department policies, practices, and procedures, including those related to community relations, hiring, and training best practices.
- **EDI-1.4B Collaborations.** City staff engaged in collaborative efforts with local community-based organizations such as Canal Alliance, Marin Multicultural Center, Ritter Center, Homeward Bound, Latino Chamber of Commerce, and the Marin Community Clinics. Together, the City and its partners developed and implemented strategies to effectively reach and address the unique issues of under-represented groups or populations. To foster a diverse Police Advisory and Accountability Committee, the City worked to engage under-represented communities by promoting the committee and events with local CBOs and groups.
- **EDI-4.4A Mobile Health Care.** The Library and Recreation Department partnered with the American Red Cross to host several blood drives at City Community Centers. The City also hosted multiple Seeds for Hope wellness events at the San Rafael Community Center, led by SRPD and in partnership with various community partners. Seeds of Hope is a quarterly event designed to spread connection, support, and fun among the community currently or formerly experiencing homelessness. The San Rafael Community Center also hosted pop-up vaccine clinics in partnership with the County, and the Childcare Program supported Lions Club hearing tests with Pickleweed Preschool participants.

## **2. Housing Element Annual Progress Report - 2023**

State law requires that all cities and counties in California have a compliant Housing Element as part of their General Plan. Government Code Section 65400 includes specific requirements for preparing a Housing Element Annual Progress Report. The Housing Element APR is reported on a form prescribed by HCD. This report includes the City's progress towards implementing the Housing Element and meeting its share of RHNA, including data on all housing development applications, entitlements, building permits, and completions. HCD added additional data requirements to the Housing Element APR form in 2021,

2022, and 2023. The Housing Element APR contains fourteen (14) tables; for the 2023 reporting period San Rafael has applicable data to report in six of the tables, briefly described below.

1. Table A – Housing Development Applications Submitted. Table A includes data on housing units and developments for which an application was determined complete between January 1 and December 31 of the reporting year. In table A, an “application” is a formal submittal of a housing development for approval. This includes, but is not limited to, developments that involve no discretionary approvals and projects that involve both discretionary and nondiscretionary approvals.
2. Table A2 – Annual Building Activity Report Summary – New Construction, Entitled, Permits and Completed Units. Table A2 requires information for very low, low, moderate, and above-moderate income housing affordability categories and for mixed-income projects. This table includes data on all net new housing units and developments that have received any one of the following:
  - An entitlement
  - A building permit
  - A certificate of occupancy or other forms of readiness issued during the reporting year
3. Table B – Regional Housing Needs Allocation Progress – Permitted Units Issued by Affordability. Table B is a summary of prior permitting activity in the current planning cycle, including permitting activity for the calendar year being reported.
4. Table D – Program Implementation Status Pursuant to Government Code Section 65583. Table D includes the status/progress of housing element program and policy implementation for all programs described in the housing element.
5. Summary Table. The Summary Table automatically tallies the data from several of the tables listed above. The summary data focuses on the total of all permits issued and all applications submitted and approved for the 2023 reporting period.
6. LEAP Reporting. The LEAP Reporting tab provides the status of City projects funded through the Local Early Action Planning (LEAP) grant. The tab also includes a summary of completed entitlements issued, building permits issued, and certificates of occupancy issued, all organized by affordability level and auto populated from Table A2.

Tables C, E, F, F2, G, H, J, and K are blank in the attached report because the City of San Rafael did not have any relevant activity to report.

*Regional Housing Needs Allocation (RHNA) Progress*

Staff completed the Housing Element APR for the 2023 calendar year (see Attachment 1, pages 7-16). The following is a summary of the City’s progress on housing approvals/entitlements, building permits issued, and housing units completed for occupancy.

As shown in Table 1, forty-three housing development applications were submitted to the City and deemed complete in 2023. These completed applications included: Forty Accessory Dwelling Units (ADUs)/Junior Accessory Dwelling Units (JADUs); one Single Family-Detached Unit; and two 5- or more unit structures. Some ADUs/JADUs qualified as low-income units due to size, as HCD allows accessory dwelling units that are less than 500 square feet in area to be reported as low-income (non-deed restricted), as rental prices for these units typically fall within the low-income rental rates.

**Table 1: Summary Table of Calendar Year 2023 Housing Applications in San Rafael**

<b>Housing Applications Summary</b>	
Total Housing Applications Submitted:	43
Number of Proposed Units in All Applications Received:	255
Total Housing Units Approved:	184
Total Housing Units Disapproved:	0

Proposed housing units that have not been approved or disapproved are currently under review.

Table 2 tallies the number of housing units entitled, permitted, and completed. Analysis of ADU and SB9 activity in San Rafael during recent years is included in a subsequent section of this staff report.

**Table 2: Summary Table of Calendar Year 2023 Housing Units: Entitled, Permitted, & Completed**

<b>Units by Structure Type</b>	<b>Entitled</b>	<b>Permitted</b>	<b>Completed</b>
Single Family Attached Unit	0	0	0
Single Family Detached Unit	1	2	16
2- to 4-Unit Structure	0	2	4
5+ Unit Structure	162	76	67
Accessory Dwelling Unit	32	32	24
Mobile Home	0	0	0
<b>Total</b>	<b>195</b>	<b>112</b>	<b>111</b>

Table 3 summarizes housing permits issued for the purposes of determining progress towards meeting RHNA.

**Table 3: Regional Housing Needs Allocation Progress**

<b>Income Level</b>		<b>RHNA Allocation by Income Level</b>	<b>Projection Period – 06/30/2022-01/30/2023</b>	<b>2023</b>	<b>Total Units to Date (all years)</b>	<b>Total Remaining RHNA by Income Level</b>
Very Low*	Deed Restricted	857	-	40	40	817
	Non-Deed Restricted		-	-		
Low	Deed Restricted	492	1	-	28	464
	Non-Deed Restricted		14	13		
Moderate	Deed Restricted	521	-	-	-	521
	Non-Deed Restricted		-	-		
Above Moderate		1,350	14	56	70	1,280
Total RHNA		<b>3,220</b>				
Total Units			<b>29</b>	<b>109</b>	<b>138</b>	<b>3,082</b>

\*San Rafael’s Very Low-Income unit allocation includes 429 Extremely Low-Income units. The City issued building permits for 40 extremely low-income units in 2023, leaving 389 units remaining in the City’s Extremely Low Income RHNA.

The one hundred and twelve units that were issued building permits in 2023 include the forty units of affordable housing currently under construction at 3301 Kerner Boulevard. Housing projects that have been approved/entitled are not necessarily reflected in the RHNA progress if they did not also receive a building permit. Those units will be counted in future reporting periods once building permits are issued. For example, an entitlement was granted for one hundred and sixty-two units at 1515 4<sup>th</sup> Street, but these units have not been counted toward the RHNA number since a building permit for this project was not issued in 2023.

Like many other jurisdictions in California, San Rafael is subject to the SB35 streamlined ministerial approval process for proposed developments with at least 10% affordability, based on insufficient progress toward Above Moderate income RHNA. The City continues to take steps to reduce barriers to housing development, per City Council direction; this staff report includes an update on progress made towards addressing barriers to housing development and approval. This staff report also includes a summary of SB 35 activity in San Rafael to date.

### *Housing Element Program Implementation*

As reported in Table D (see Attachment 1, pages 11-15), the 2023-2031 Housing Element includes more than forty programs to streamline housing development, provide housing protections to vulnerable communities, reduce homelessness, combat discrimination, and increase housing choice. Highlighted below are key Housing Element programs that were part of the 2023 reporting period:

**Program 1. Housing and Homelessness Division.** The City established a Housing and Homelessness Division within the Community Development Department and hired two additional staff members for the division, bringing the total current staffing to three people.

**Program 2. Extremely Low-Income Housing Resources.** The City issued a building permit to convert an office building at 3301 Kerner Blvd into 40 units of permanent supportive housing and matched a gap funding award from the County to address the project's location in a floodplain.

**Program 3. Funding and Resources to Prevent and Reduce Homelessness.** Through an Encampment Resolution Funding grant of \$500,000, the City provided funding to St Vincent de Paul for housing case management, outreach services, and move-in costs for previously homeless individuals. In 2023, 13 individuals from the 17-person caseload secured permanent housing through the grant funded program. In June 2023, the City was awarded an additional \$250,000 for a second round of Encampment Resolution Funding. This grant provides services and supplies for ongoing encampment management and resources to connect individuals to housing services.

**Program 9. Interjurisdictional Housing Activities.** Together with the County of Marin and other Marin jurisdictions, the City met with the Napa-Sonoma ADU Center to discuss expansion of their services into Marin to provide additional support and resources for homeowners interested in constructing ADUs. Staff anticipates bringing forward a multi-jurisdictional services proposal in 2024 for City Council consideration.

In June 2023, the City renewed its cooperative agreement with the County of Marin to participate in a single joint countywide program for CDBG and HOME allocations.

In December 2023, the City Council adopted updated commercial linkage fees based on a joint study commissioned by multiple Marin County jurisdictions.

**Program 12. Periodic Housing Inspection Program.** The Code Enforcement Division continued to inspect rental housing properties with three or more units and issue notices to property owners regarding code violations. In 2023, the Code Enforcement Division inspected 1,826 units at fifty-eight properties.

**Program 16. Funding for Affordable Housing.** The City issued a Notice of Funding Availability in April 2023 and in July 2023 awarded a total of \$1.45 million to three projects, including gap funding



for forty units of permanent supportive housing, rehabilitation of one hundred and twenty-five units recently acquired and preserved as affordable, and renovation of four units of existing affordable housing for low and very low-income families.

**Program 17. Affordable Housing Requirements for Residential and Commercial Development.**

In July 2023, the City implemented an updated affordable housing in-lieu fee that was approved by the City Council in December 2022. In December 2023, the City Council approved updates to the City's commercial linkage fee policy. These updates will go into effect on July 1, 2024.

**Program 19. Air Rights Strategic Plan.**

In December 2023, the City issued a Request for Proposals for development of affordable housing on a City-owned property at 519 4th St, with responses due in January 2024. This work will inform the establishment of an official City process for developing housing on municipally owned sites, in some cases through an air rights approach.

**Program 32. Housing Resources for Older Adults.**

The City issued a Certificate of Occupancy for the Vivalon Healthy Aging Campus at 999 Third St, which includes sixty-six units of affordable housing for older adults.

**3. Updated Informational Report Regarding Challenges To Approving And Developing Housing**

On September 3, 2019, City staff presented an [informational report](#) to City Council describing eleven key challenges pertaining to the approval and development of housing in San Rafael. The report identified thirteen recommended measures to address these challenges. At the September 3rd meeting, City Council directed staff to host public workshops on proposed policies to address challenges to approving and developing housing. The purpose of these workshops was to gain a better understanding of the public's view on the housing crisis, as well as to get feedback on the prioritization of the proposed policy actions. The City hosted two housing workshops, which were attended by the City Council and the public. These workshops educated the public on issues surrounding the housing crisis and generated feedback from both the public and City Council.

On January 21, 2020, City staff presented an [informational report](#) with recommendations for prioritization, timing, and future City Council actions on these proposed policies to address challenges to approving and developing housing, and the City Council directed staff to proceed. The following section provides an update on these housing policy actions, as well as on the implementation of state laws related to local housing policy.

Since January 21<sup>st</sup>, 2020 staff has completed the following policy actions:

	<b>Summary</b>	<b>Status</b>
<b><u>Completed Policy Actions</u></b>		
<b>Policy 1</b>	"Planning Commission First" Review	Maintain policy of a Planning Commission study session as first public forum on development projects, rather than the Design Review Board.
<b>Policy 2</b>	Form-Based Code for Downtown Precise Plan	Support the direction of a form-based code for the Downtown Precise Plan
<b>Policy 3</b>	Streamline CEQA/ Environmental Review	Continue using CEQA exemptions, where appropriate and practical, to streamline the CEQA/environmental review process for housing projects

**SAN RAFAEL CITY COUNCIL AGENDA REPORT / Page: 9**

<b>Policy 4</b>	Reduce Requirements for Technical Studies	Continue to minimize requirements for the preparation of technical studies when appropriate and warranted	In effect.
<b>Policy 5</b>	Streamlined Pre-Application "Concept" Review Process	Continue with streamlined, Pre-Application "concept review" process for housing projects with no fee	In effect.
<b>Policy 6</b>	Affordable Housing Trust Fund Administration	Policy resolution establishing policies and procedures for awarding trust fund monies	Guidelines adopted in Q1 2020 via Resolution 14760.
<b>Policy 7</b>	Adopt Changes to Inclusionary Housing Requirements	Amendments reducing the City's Inclusionary Housing Requirement and allowing developers flexibility in meeting the requirement, including paying an in-lieu fee for a portion of the requirement.	In Q1 2021, City Council amended the Inclusionary Housing Requirement via Resolution 14890.
<b>Policy 8</b>	Adopt Changes to Affordable Housing In-lieu Fee and Commercial Linkage Fee	Update fees based on studies commissioned jointly with the County and other Marin jurisdictions.	In December 2022, City Council adopted an updated affordable housing in-lieu fee. In December 2023, City Council adopted updates to the commercial linkage fee policy.
<b>Policy 10</b>	New Accessory Dwelling Unit (ADU) Ordinance	Adopt a new ADU ordinance compliant with recently passed State Legislation	Completed Q4 2021. California instituted further changes to state law in 2022 and the City operates in compliance with these additional changes.
<b>Policy 11</b>	Update "Density Bonus" Ordinance	Align the City's Density Bonus Ordinance with the State Density Bonus Law (SDBL)	In February 2021, City Council adopted amendments aligning the SRMC with the SDBL.
<b>Policy 12</b>	Consider Changes to Design Review Board (DRB)	Amendments changing the structure and role of the DRB to one that is more informal and advisory.	On September 21, 2020, City Council directed staff to work with the DRB to "pilot" a less formal Design Review Advisory Committee (DRAC) and to include Public Noticing Procedures & Measures similar to Zoning Administrator meeting format. In April 2022, the City established a one-year pilot program for streamlined review for certain residential projects. In December 2023, staff presented possible consolidation of the Planning Commission and Design Review Board for preliminary feedback from the public and City Council. Staff will collect additional input from stakeholders and return to City Council with a proposal at a future date in 2024.
<b>Policy 15</b>	Raise Appeal Fee and/or Change Appeal Process	Study appeal fee as part of the Citywide Master Fee Schedule Update	On February 16, 2021, SRMC Chapter 14.28 was amended to streamline the scheduling and action on an appeal. On December 19, 2022, the Council approved raising the appeal fee as part of the Citywide Master Fee Schedule Update.

Staff is currently working on follow-up actions for the following policy actions:

	<b>Summary</b>	<b>Status</b>
<b><i>Under Development</i></b>		
<b>Policy 9</b>	"By-Right" Zoning for Affordable Housing Projects	Resolution establishing a "by right" planning process for affordable housing projects
		Aligning process with the Objective Design Guidelines required by SB35. Draft Guidelines expected to be completed by Q1 2024.
<b>Policy 13</b>	Changes to Payment of Development Impact Fees	Resolution changing the timing of fee payments for development impact fees
		In December 2023, the City Council adopted updates to the commercial linkage fee policy that allow the CDD director to approve alternative payment schedule on a case-by-case basis. Informational Report on potential changes to the payment of other development impact fees will be prepared at a future date.
<b>Policy 14</b>	Support City/Developer Partnerships	Conduct an in-depth assessment of airrights use of the seven City-owned parking lots for development potential.
		In 2019, the City completed a study of opportunities for air rights development in Downtown San Rafael, including seven City-owned sites. The 2023-2031 Housing Element includes a program to build on the study by developing a Downtown Air Rights Strategic Plan. In December 2023, the City issued a Request for Proposals for development of affordable housing on the City-owned property at 519 4 <sup>th</sup> St.

In addition to the above policy actions, Staff has continued to identify and propose additional ways to address barriers to development. For example:

- In September 2020, City Council directed staff to allow developers of entitled projects to buy out half of the required onsite below market rate units under certain conditions. All buyouts require City Council approval.
- In February 2021, City Council adopted minor amendments to streamline the permitting process, aligning the San Rafael Municipal Code with State Density Bonus Law. The amendments included changes to appeals scheduling, development on small lots, changes to the City's height bonus, and alignment of the hillside exception process within similar exception permits.
- The Northgate area and Southeast San Rafael were designated and approved by ABAG/MTC as Priority Development Areas (PDA) for the Plan Bay Area 2050 process, allowing access to funding for a Specific or Precise Plan process. In January 2023, the City was awarded \$1.6 million in planning grants for the Southeast and North San Rafael Priority Development Areas (~\$800,000 each). Staff anticipates issuing a Request for Proposals for each PDA in Q1 2024 for preparation of a neighborhood plan, with project kick-off in Spring 2024.

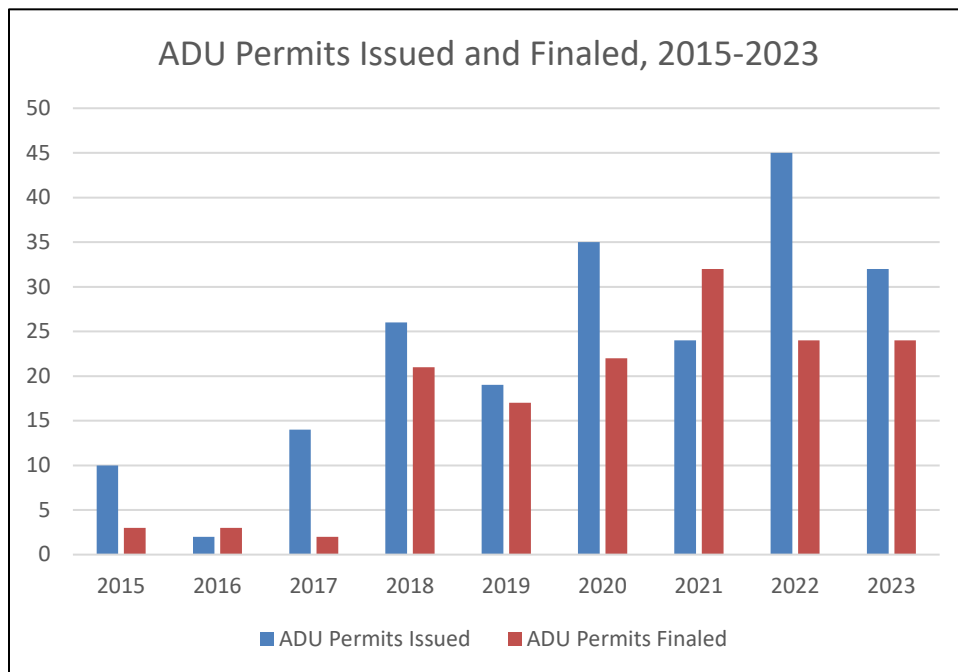
Additional policy actions identified during the Housing Element update process are included in the Programs chapter of the 2023-2031 Housing Element. The Housing Element includes more than 40 programs, including a program to further streamline development approval by implementing measures related to the pre-application process, CEQA, technical studies, and design review. The program is intended to reduce the time required between project proposal and entitlement. Progress on Housing Element programs is documented in Table D of the Housing Element Annual Progress Report.

**Update on Implementation of State Laws**

***Accessory Dwelling Unit Regulations***

Effective January 1, 2017, the State Legislature modified state law governing ADUs and JADUs (California Government Code Section 65852.150 et seq.) to reduce barriers, streamline the approval process, and expand production throughout California. Additional changes enacted in 2019 and 2020 further limit jurisdictions' ability to establish local standards. In December 2021, the City adopted Ordinance 2002 establishing local regulations consistent with these changes in state law. California instituted further changes to state law in 2022 and the City operates in compliance with these additional changes.

As shown in the chart below, the City saw a considerable increase in ADU construction following the change in state laws effective January 1, 2017. In 2015-2017, just a few ADUs were produced each year, but from 2018 to 2023, more than 15 were constructed each year, with more than 30 constructed in 2021. In 2023, the City issued 31 building permits for construction of ADUs, and 24 ADUs were finalized. Note that ADUs may be completed in a subsequent year and not necessarily in the same year that a building permit is issued. Since the ADU ordinance was adopted by City Council in late 2021, staff has seen a significant uptick in ADU permits, with seven ADUs entitled in 2021, 43 ADUs entitled in 2022, and 32 ADUs entitled in 2023.



The adopted 2023-2031 Housing Element includes a program to expand resources and reduce barriers for the construction of ADUs and JADUs. Together with the County of Marin and other Marin jurisdictions, San Rafael met with the Napa-Sonoma ADU Center in 2023 to discuss expansion of their services into Marin to provide additional support and resources for homeowners interested in constructing ADUs. Staff anticipates bringing forward a multi-jurisdictional services proposal in 2024 for City Council consideration.

In addition, the Housing Element program proposes to survey ADU owners in 2026 to understand how the units are being used, the rents being charged and the income levels of the occupants. This data

can inform strategies that encourage the use of ADUs as active long-term rentals that contribute to the housing supply.

***Senate Bill 9***

Senate Bill (SB) 9, the California Home Act, which took effect on January 1, 2022, requires local jurisdictions to adopt a ministerial review process to allow two-unit residential developments and urban lot splits in single family zoning districts, a mechanism aimed to address the State’s growing housing shortage. To be eligible for ministerial review, the proposed housing development must not require demolition of deed-restricted affordable housing, rent controlled or rental housing; not be a historic landmark or in an historic district; and not be in areas of high fire hazard, farmland, wetland, hazardous waste site, flood hazard areas, conservation land, or habitat protection areas. State law prohibits the rental of any unit created under SB 9 for a term less than 30 days and uses created through the Urban Lot Split are limited to residential uses. On July 18, 2022, City Council adopted an ordinance amending San Rafael Municipal Code Title 14 (Zoning Ordinance) and Title 15 (Subdivisions) in accordance with SB 9.

In 2023, the City received three pre-application submissions for SB9 Urban Lot Splits (Project# PLAN23-118, PLAN23-157, PLAN23-059). One of these pre-applications has been finished (PLAN23-157) and the applicant subsequently submitted a Parcel Map Application, which is currently undergoing review. In 2023, there was one SB9 Housing Development building permit application received by the City (Permit# B2305-058). This application has been approved through Planning and is under review for a building permit.

***Senate Bill 35***

Senate Bill (SB) 35 applies in cities that are not meeting their Regional Housing Need Allocation (RHNA) goal. Codified in Government Code Section 65913.4, SB 35 requires local entities to streamline the approval of certain housing projects by providing a ministerial approval process. In San Rafael, projects wishing to utilize the SB35 process must include at least 10% affordability. Pursuant to AB168, prior to submitting a formal SB35 application, a project applicant must submit a Notice of Intent (NOI) and tribal consultation is required if requested by any California Native American Tribe that is traditionally and culturally affiliated with the geographic area of the proposed development. A project is not eligible for the SB35 process if the project would create an impact on tribal resources or if protection measures for potential tribal cultural resources are not agreed upon. The SB 35 application process includes tribal consultation, and the City of San Rafael has significant tribal cultural resources. Given the favorable climate towards housing projects in San Rafael, developers may elect to proceed through the standard development application process.

In 2023, the City received one Notice of Intent (NOI) for the submission of an SB35 application (Project# PLAN23-067). The applicant initiated the application process in the Spring and is actively pursuing the SB35 route. However, Tribal Consultation has not yet concluded and therefore the project is not currently eligible for SB35. In 2023, no SB35 development applications were received by the City. Additionally, the SB35 NOI submitted in 2022 (Project# PLAN22-120) continues to follow the SB35 application path, but Tribal Consultation has not yet concluded and therefore the project is not currently eligible for SB35.

**Local Policies**

***Changes to Affordable Housing Requirements for Market-Rate Developers***

The City requires all new developments, residential and non-residential, to contribute towards the provision of affordable housing. The City of San Rafael, the County of Marin, and five other jurisdictions

within the County collaborated on a regional effort to analyze local inclusionary policy and commercial linkage fees. Based on the resulting studies, the City Council increased the affordable housing in-lieu fee, effective July 1, 2023, and adopted updates to the City’s commercial linkage methodology and fees that will go into effect July 1, 2024. The updates for commercial projects include: expressing fees on a dollar-per-square-foot basis; allowing the Community Development Director to approve alternative timing of developer payment; adopting the same fees for Retail/Restaurant/Services and Hotel/Motel development types as other participating jurisdictions but maintaining a higher fee for Office/R&D; and maintaining an exemption across all development types but modifying the square footage covered by the exemption.

On February 16, 2021, the City Council adopted an amendment to the Affordable Housing [Ordinance 1990](#) and associated Resolutions [14890](#) and [14891](#) amending the affordable housing obligation for residential projects. To encourage construction of entitled housing developments, the City lowered its affordable housing requirement for market-rate developments from 20% to 10% and provided additional flexibility in how the requirement is met. City Council directed staff to monitor the effect of these changes. Staff will bring an evaluation of the policy to the City Council later this year.

**Affordable Housing Development**

Affordable housing developers continue to demonstrate interest in advancing projects in San Rafael. In 2023, the City awarded \$1.45 million through its Affordable Housing Trust Fund to support three affordable housing projects, including rehabilitation of units at Terra Linda Manor and Marin Villa Estates and new permanent supportive housing at 3301 Kerner Blvd. The City also issued a Request for Proposals for development of affordable housing on the City-owned property at 519 4<sup>th</sup> Street. The proposals submitted are currently under review.

**Affordable housing recently completed or under development in San Rafael**

Address (Name)	Type	Units	Status
999 Third St (Vivalon Healthy Aging Campus)	Senior Housing	66	Opened 2023
Terra Linda Manor (BRIDGE Housing)	Affordable Multifamily Housing	125	Rehabilitation Underway
3301 Kerner Blvd	Permanent Supportive Housing	40	Expected 2025

**Homelessness Data**

The City collaborates with community partners to connect homeless individuals in San Rafael with essential services and a pathway to permanent housing. Every two years, communities conduct a comprehensive count of homeless individuals residing both in emergency shelter and unsheltered in places not meant for habitation. The Point-in-Time Count in 2022 saw 348 homeless individuals in total residing in San Rafael, reflecting an increase from the 2019 count of 255. As of January 2024, the latest Point-in-Time Count has been conducted, with results expected to be available mid-2024.

	Unsheltered			Sheltered			Total		
	2017	2019	2022	2017	2019	2022	2017	2019	2022
San Rafael	233	161	241	85	94	107	318	255	348
Marin County	708	708	830	409	326	291	1,117	1,034	1,121

The opening of 3301 Kerner Blvd in 2025 will provide 40 units of permanent supportive housing for extremely low-income individuals. This will include housing units for individuals who are experiencing or have experienced chronic homelessness, as well as those transitioning from another supportive housing property within the city.

**FISCAL IMPACT:**

There is no fiscal impact associated with accepting these reports.

**COMMUNITY OUTREACH/PUBLIC COMMENT:**

Notice of the City Council meeting on this item was published in the Marin IJ.

**OPTIONS:**

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

1. Accept the reports.
2. Direct staff to return with more information.
3. Take no action.

**RECOMMENDED ACTION:**

1. Accept the 2040 General Plan Annual Progress Report for 2023, and
2. Accept the Housing Element Annual Progress Report for 2023, and
3. Accept the Updated Informational Report Regarding Challenges to Approving and Developing Housing.

**ATTACHMENTS:**

1. 2040 General Plan and Housing Element Annual Progress Report for 2023



# SAN RAFAEL GENERAL PLAN ANNUAL PROGRESS REPORT

## 2023

FEBRUARY 13, 2024

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# Introduction

Government Code Section 65400 requires that after the City Council has adopted all or part of a General Plan, the City prepare and submit a General Plan Annual Progress Report (APR) to the Office of Planning and Research (OPR) and the Department of Housing and Community Development (HCD). The APR provides for the annual review of the General Plan to assess implementation progress and effectiveness of the General Plan as a guide for orderly growth and development, preservation and conservation of open space land and natural resources, and the efficient expenditure of public funds. The APR also provides information regarding the City's progress in meeting its share of regional housing needs.

The General Plan provides a shared vision for San Rafael's future, and a road map to make that vision a reality. It is rooted in a commitment by San Rafael residents and businesses to sustain the qualities that make San Rafael a great city today, and to pursue improvements that make the city more resilient, equitable, healthy, and attractive in the future. The Plan looks ahead 20 years to contemplate what kind of community we want to be. It provides the policies and actions to lead us there. General Plan 2040 was adopted on August 2, 2021. San Rafael has adopted eight State-required Elements and five optional Elements as follows: Land Use Element; Neighborhoods Element; Parks, Recreation, and Open Space Element; Safety and Resilience Element; Noise Element; Mobility Element; Community Services and Infrastructure Element; Arts and Culture Element; Economic Vitality Element; Equity Diversity and Inclusion Element; and Housing Element.

The General Plan will be implemented collectively by the City Council, City Boards and Commissions, City staff, San Rafael residents, and local business owners. Decisions by the City Council and its representatives must be consistent with its goals and policies. Implementation takes place in many ways, including local zoning regulations, future plans and studies, municipal code changes, partnerships, budgets, capital improvement programming, annual work programs, and standard operating procedures, among others. Some of the programs listed in the General Plan are already in effect, but the Plan also proposes new programs and changes to existing programs. Because of resource limitations, some of these changes may take place sooner than others.

Table of Contents

**General Plan Annual Progress Report City Council Acceptance .....3**  
**General Plan 2040 Update .....4**  
**General Plan Implementation Measures .....5**  
**Housing Element APR 2023.....6-21**  
**Implementation Matrix ..... 22 - 127**

# General Plan Annual Progress Report City Council Acceptance

On March 4, 2024, the San Rafael City Council received and accepted the General Plan Annual Progress Report 2023. A copy of the Agenda is available from the City Clerk, at City Hall, 1400 Fifth Avenue, or at 415-485-3066. The Agenda is also available online through the City of San Rafael's [Public Records Portal](#).

# General Plan 2040 Update

On August 2, 2021, the San Rafael City Council adopted General Plan 2040 and the Downtown Precise Plan. First initiated in 2017, the update of the San Rafael General Plan 2020 was necessary to respond to new issues, priorities, forecasts, state laws, and to incorporate recent City plans and programs. All elements of the Plan have been comprehensively updated. An extensive community engagement program, including a 24-member Steering Committee, accompanied this effort.

As part of the General Plan Update, the City prepared a more focused plan for Downtown San Rafael. The “Downtown Precise Plan” replaces the 1993 Downtown Vision Plan and includes strategies to accommodate future Downtown housing and employment and to strengthen Downtown San Rafael as a vital, attractive business district and neighborhood. The Precise Plan was funded by a grant from the Association of Bay Area Governments and reflects Downtown’s designation as a “Priority Development Area.” The Plan includes specific planning and design recommendations, as well as strategies for historic preservation, economic development, transportation, affordable housing production, and anti-displacement. It also includes a “Form Based Code” that replaced existing zoning regulations.

# Implementation Measures

The Implementation Matrix (Pages 16 – 145) provides a strategic framework for implementing General Plan 2040. Annual Progress Reports use the indicators included in the implementation matrix as a starting point to describe progress toward specific implementation milestones.

The Plan identifies hundreds of programs to implement local policies and achieve the City's goals. Most are ongoing measures to be implemented through the operating procedures of City departments. Some are specific activities to be implemented in the years after Plan adoption, including additional plans, studies, ordinances, and capital improvement projects. Many of the programs provide guidance for development review, service delivery, budgeting, public participation and communication, and administration of community development functions.

The Matrix is organized by Plan Element. It includes 12 individual tables, covering all chapters of the Plan except Housing, which has its own Action Plan.

Each Implementation Matrix begins with a list of performance measures or indicators that may be used to monitor implementation progress or provide a benchmark for planning and development review. In some cases, an actual numeric standard is provided (repeating a standard expressed in the text). In other cases, potential future metrics are suggested but no specific targets are provided. The City may develop numeric targets for these criteria in the future, as data, technology, and resources allow.

# Housing Element APR 2023

State law requires that all cities and counties in California have a compliant Housing Element as part of their General Plan. San Rafael's [2023-2031 Housing Element](#) was adopted by the City Council on May 15, 2023 and certified by the State of California on June 22, 2023. Government Code Section 65400 includes specific requirements for preparing a Housing Element Annual Progress Report (HE APR). The HE APR is reported on a form prescribed by HCD. This report includes the City's progress towards implementing the Housing Element and meeting its share of Regional Housing Needs Allocation (RHNA), including data on all housing development applications, entitlements, building permits, and completions. Additional data requirements for the HE APR were added in 2021, 2022, and 2023, which have been reflected in the new HE APR form. The HE APR now contains fourteen (14) tables; for the 2023 reporting period, San Rafael has applicable data to report in five of the tables attached below.

**SUMMARY TABLE**

<b>Jurisdiction</b>	San Rafael	
<b>Reporting Year</b>	2023	(Jan. 1 - Dec. 31)
<b>Housing Element Planning Period</b>	6th Cycle	01/31/2023 - 01/31/2031

<b>Building Permits Issued by Affordability Summary</b>		
<b>Income Level</b>		<b>Current Year</b>
Very Low	Deed Restricted	40
	Non-Deed Restricted	0
Low	Deed Restricted	0
	Non-Deed Restricted	13
Moderate	Deed Restricted	0
	Non-Deed Restricted	0
Above Moderate		59
<b>Total Units</b>		<b>112</b>

Note: Units serving extremely low-income households are included in the very low-income permitted units totals

<b>Units by Structure Type</b>	<b>Entitled</b>	<b>Permitted</b>	<b>Completed</b>
Single-family Attached	0	0	0
Single-family Detached	1	2	16
2 to 4 units per structure	0	2	4
5+ units per structure	162	76	67
Accessory Dwelling Unit	32	32	24
Mobile/Manufactured Home	0	0	0
<b>Total</b>	<b>195</b>	<b>112</b>	<b>111</b>

<b>Infill Housing Developments and Infill Units Permitted</b>	<b># of Projects</b>	<b>Units</b>
Indicated as Infill	3	78
Not Indicated as Infill	33	33

<b>Housing Applications Summary</b>	
Total Housing Applications Submitted:	43
Number of Proposed Units in All Applications Received:	255
Total Housing Units Approved:	184
Total Housing Units Disapproved:	0

<b>Use of SB 35 Streamlining Provisions - Applications</b>	
Number of SB 35 Streamlining Applications	0
Number of SB 35 Streamlining Applications Approved	0

<b>Units Constructed - SB 35 Streamlining Permits</b>			
<b>Income</b>	<b>Rental</b>	<b>Ownership</b>	<b>Total</b>
Very Low	0	0	0
Low	0	0	0
Moderate	0	0	0
Above Moderate	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Streamlining Provisions Used - Permitted Units</b>	<b># of Projects</b>	<b>Units</b>
SB 9 (2021) - Duplex in SF Zone	0	0
SB 9 (2021) - Residential Lot Split	0	0
AB 2011 (2022)	0	0
SB 6 (2022)	0	0
SB 35 (2017)	0	0

<b>Ministerial and Discretionary Applications</b>	<b># of Applications</b>	<b>Units</b>
Ministerial	1	0
Discretionary	1	162

<b>Density Bonus Applications and Units Permitted</b>	
Number of Applications Submitted Requesting a Density Bonus	1
Number of Units in Applications Submitted Requesting a Density Bonus	162
Number of Projects Permitted with a Density Bonus	0
Number of Units in Projects Permitted with a Density Bonus	0

<b>Housing Element Programs Implemented and Sites Rezoned</b>	<b>Count</b>
Programs Implemented	35
Sites Rezoned to Accommodate the RHNA	0



Jurisdiction	San Rafael	
Reporting Year	2023	(Jan. 1 - Dec. 31)
Planning Period	6th Cycle	01/31/2023 - 01/31/2031

**ANNUAL ELEMENT PROGRESS REPORT  
Housing Element Implementation**

Note: "+" indicates an optional field  
Cells in grey contain auto-calculation formulas

**Table A  
Housing Development Applications Submitted**

Project Identifier					Unit Types		Date Application Submitted	Proposed Units - Affordability by Household Incomes							Total Approved Units by Project	Total Disapproved Units by Project	Streamlining	Density Bc Applica	
1					2	3	4	5							6	7	8	9	10
Prior APN*	Current APN	Street Address	Project Name*	Local Jurisdiction Tracking ID	Unit Category (SFA,SFD,2 to 4.5+ ADU,MH)	Tenure R=Renter O=Owner	Date Application Submitted+ (see instructions)	Very Low-Income Deed Restricted	Very Low-Income Non Deed Restricted	Low-Income Deed Restricted	Low-Income Non Deed Restricted	Moderate-Income Deed Restricted	Moderate-Income Non Deed Restricted	Above Moderate-Income	Total PROPOSED Units by Project	Total APPROVED Units by project	Total DISAPPROVED Units by Project	Please select streamlining provision/s the application was submitted pursuant to.	Did the housing development application seek incentives or concessions pursuant to Government Code section 65915?
Summary Row: Start Data Entry Below								13	0	2	24	0	0	216	255	184	0		
	01401214	1233 Irwin St B	New free standing ADU	B2302-010	ADU	R	2/2/2023							1	1	1		NONE	
	17801418	810A Pine Ln	ADU	B2302-014	ADU	R	2/4/2023							1	1	1		NONE	
	01408315	532 5th Ave	Conversion of 4 car garage into 1bd 1br ADU	B2302-042	ADU	R	2/8/2023							1	1			NONE	
	01124526	1515 4th St	New Mixed-Use Bldg - 162 Units	PLAN22-039	5+	R	3/16/2023	13						149	162	162		NONE	Yes
	16504106	98A Duran Dr	New detached ADU building permit	B2303-049	ADU	R	3/8/2023				1				1	1		NONE	
	01205109	8 Jessup St	Legalize ADU under Duplex	B2303-080	ADU	R	3/13/2023				1				1	1		NONE	
	01215720	524A C St	Small adu conversion with kitchen and bath	B2303-124	ADU	R	3/21/2023				1				1	1		NONE	
	16501089	1499A Lucas Valley Rd	New ADU	B2303-207	ADU	R	3/30/2023							1	1	1		NONE	
	01110353	1446 Lincoln Ave	Legalize existing unpermitted ADU	B2303-225	ADU	R	4/1/2023				1				1	1		NONE	
	01223411	10A Antonette Ave	Internal conversion to ADU 592sf	B2304-026	ADU	R	4/5/2023							1	1	1		NONE	
	01124225	6 F St	ADU 283 sq ft	B2304-029	ADU	R	4/5/2023				1				1	1		NONE	
	1007312	103A Humboldt St	JADU - garage conversion & electrical demo of shed	B2304-080	ADU	R	4/11/2023				1				1	1		NONE	
	01229105	295 Bret Harte Rd	Construct New Detached ADU	B2304-138	ADU	R	4/19/2023				1				1	1		NONE	
	01504154	262 Linden Ln	Legalization of existing detached ADU	B2305-046	ADU	R	5/5/2023				1				1			NONE	
	17903119	208 Los Ranchitos Rd	ADU permit application	B2305-115	ADU	R	5/16/2023							1	1	1		NONE	
	01025108	139 Tamal Vista Dr	ADU above existing garage	B2305-139	ADU	R	5/18/2023							1	1	1		NONE	
	01521137	168 Palm Ave	Manufactured ADU	B2305-220	ADU	R	5/31/2023							1	1	1		NONE	
	01306145	25 Woodland Pl	ADU - conversion from Garage	B2306-071	ADU	R	6/13/2023				1				1			NONE	
	18417106	335 Riviera Dr	888 SQ FT ADU & ADDITION & POOL	B2306-158	ADU	R	6/23/2023							1	1			NONE	
	01532003	380 Margarita Dr	New SFD & ADU	B2306-184	ADU	R	6/28/2023							2	2			NONE	
	16519223	1335 Las Raposas Rd	930 sf ADU	B2307-096	ADU	R	7/18/2023							1	1	1		NONE	
	01222341	238A D St	Retro ADU Unit for B2011-043	B2307-104	ADU	R	7/19/2023							1	1	1		NONE	
	01216131	255 Clorinda Ave	498 sqft JADU	B2307-130	ADU	R	7/22/2023				1				1	1		NONE	
	01321336	3 Glenaire Dr	ADU with electricity and plumbing	B2308-006	ADU	R	8/2/2023				1				1			NONE	
	01522153	50 Deer Park Ave	Urban Lot Split	MAP2310-002	ADU	R	10/24/2023								0			SB 9 (2021) - Residential Lot Split	No
	01108306	16 Graceland Dr	Retroactive: Studio Kit/bath added in existing structure	B2309-066	ADU	R	9/12/2023							1	1	1		NONE	
	01502105	239 Glen Park Ave	Legalize existing ADU	B2309-085	ADU	R	9/17/2023				1				1			NONE	
	16519210	32 Tralee Way	ADU Conversion	B2310-021	ADU	R	10/4/2023							1	1			NONE	

	01204603	1845 2nd St A	Garage conversion into an new attached ADU 1 bath	B2310-022	ADU	R	10/4/2023					1				1			NONE	
	01218227	107 Bayview St	Retroactive ADU	B2310-058	ADU	R	10/10/2023								1	1	1		NONE	
	17517120	640 Tarragon Dr	New 2nd STORY ADU ADDITION TO A SINGLE FAM	B2310-084	ADU	R	10/13/2023							1	1				NONE	
	01106516	1732 Lincoln Ave Apt 1	Convert condo to ADU	B2310-123	ADU	R	10/24/2023							3	3				NONE	
	01314101	385 Irwin St	ADU building permit	B2310-139	ADU	R	10/26/2023							1	1				NONE	
	01110349	1454 Lincoln Ave	New ADU adjacent to & underneath existing dwelling	B2311-031	ADU	R	11/6/2023					1				1			NONE	



Jurisdiction	San Rafael	
Reporting Year	2023	(Jan. 1 - Dec. 31)
Planning Period	6th Cycle	01/31/2023 - 01/31/2031

**ANNUAL ELEMENT PROGRESS REPORT  
Housing Element Implementation**

This table is auto-populated once you enter your jurisdiction name and current year data. Past year information comes from previous APRs.  
Please contact HCD if your data is different than the material supplied here

Table B															
Regional Housing Needs Allocation Progress															
Permitted Units Issued by Affordability															
Income Level	RHNA Allocation by Income Level	Projection Period - 06/30/2022-01/30/2023	2										3	4	
			2023	2024	2025	2026	2027	2028	2029	2030	2031	Total Units to Date (all years)	Total Remaining RHNA by Income Level		
Very Low	Deed Restricted	857	-	40	-	-	-	-	-	-	-	-	-	40	817
	Non-Deed Restricted		-	-	-	-	-	-	-	-	-	-	-		
Low	Deed Restricted	492	1	-	-	-	-	-	-	-	-	-	-	28	464
	Non-Deed Restricted		14	13	-	-	-	-	-	-	-	-	-		
Moderate	Deed Restricted	521	-	-	-	-	-	-	-	-	-	-	-	-	521
	Non-Deed Restricted		-	-	-	-	-	-	-	-	-	-	-		
Above Moderate		1,350	14	56	-	-	-	-	-	-	-	-	-	70	1,280
Total RHNA		3,220													
Total Units			29	109	-	-	-	-	-	-	-	-	-	138	3,082
Progress toward extremely low-income housing need, as determined pursuant to Government Code 65583(a)(1).															
	5 Extremely low-income Need		6										7		
			2023	2024	2025	2026	2027	2028	2029	2030	2031	Total Units to Date	Total Units Remaining		
Extremely Low-Income Units*		429	40	-	-	-	-	-	-	-	-	-	-	40	389

\*Extremely low-income housing need determined pursuant to Government Code 65583(a)(1). Value in Section 5 is default value, assumed to be half of the very low-income RHNA. May be overwritten.

Note: units serving extremely low-income households are included in the very low-income RHNA progress and must be reported as very low-income units in section 7 of Table A2. They must also be reported in the extremely low-income category (section 13) in Table A2 to be counted as progress toward meeting the extremely low-income housing need determined pursuant to Government Code 65583(a)(1).

Please note: For the last year of the 5th cycle, Table B will only include units that were permitted during the portion of the year that was in the 5th cycle. For the first year of the 6th cycle, Table B will only include units that were permitted since the start of the planning period. Projection Period units are in a separate column.

Please note: The APR form can only display data for one planning period. To view progress for a different planning period, you may login to HCD's online APR system, or contact HCD staff at apr@hcd.ca.gov.

# ANNUAL ELEMENT PROGRESS REPORT

## Housing Element Implementation

<b>Jurisdiction</b>		San Rafael	
<b>Reporting Year</b>		2023	(Jan. 1 - Dec. 31)
<b>Table D</b>			
<b>Program Implementation Status pursuant to GC Section 65583</b>			
<b>Housing Programs Progress Report</b>			
Describe progress of all programs including local efforts to remove governmental constraints to the maintenance, improvement, and development of housing as identified in the housing element.			
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Name of Program</b>	<b>Objective</b>	<b>Timeframe in H.E</b>	<b>Status of Program Implementation</b>
<b>1: Housing and Homelessness Division</b>	<b>Create a Housing and Homelessness Division within the Community Development Department.</b>	2023	The City established a Housing and Homelessness Division within the Community Development Department and hired two additional staff members for the division, bringing the total current staffing to three people.
<b>2: Extremely Low-Income Housing Resources</b>	<b>Expand housing resources and supportive services for extremely low income households.</b>	Ongoing	In May, the City issued a building permit to convert an office building at 3301 Kerner Blvd into 40 units of permanent supportive housing. In July, the City matched a gap funding award from the County to address the project's location in a floodplain.
<b>3: Funding and Resources to Prevent and Reduce Homelessness</b>	<b>Continue to actively seek funding for strategies that prevent homelessness and help San Rafael residents experiencing homelessness in securing a place to live and access to the services they require.</b>	Ongoing	The City, through an Encampment Resolution Funding grant for \$500,000, provided funding to St Vincent de Paul for housing case management, outreach services, and move-in costs for previously homeless individuals. In 2023, 13 individuals from the 17-person caseload secured permanent housing through the grant funded program. In June 2023, the City was awarded an additional \$250,000 for a second round of Encampment Resolution Funding. This grant provides services and supplies for ongoing encampment management and resources to connect individuals to housing services.
<b>4: Emergency Shelter Capacity</b>	<b>Provide emergency shelter capacity sufficient to meet local needs.</b>	Ongoing	The 2022 PIT Count for San Rafael showed 241 unsheltered individuals in the city. Staff have been collaborating with the County and consultants to identify opportunities and funding to increase shelter capacity.

<b>5: Public Information and Engagement</b>	<b>Expand awareness of housing laws, programs, and resources provided by the City and by other agencies and organizations through a comprehensive, multi-lingual community outreach and engagement initiative.</b>	Annually	Staff began internal planning to launch a community outreach initiative in 2024.
<b>6: Fair Housing Program Administration</b>	<b>As part of the Cooperative Agreement with the County on CDBG funding, direct a portion of the City's allocation to a local fair housing assistance program.</b>	Ongoing	In May, City Council approved continued countywide CDBG funding for Fair Housing Advocates of Northern California.
<b>7: Affirmative Marketing of Housing Opportunities</b>	<b>Affirmatively market local affordable housing opportunities to include groups that have historically been disadvantaged in the local housing market.</b>	Ongoing	The City requires affordable housing developers requesting funding from the Affordable Housing Trust Fund to provide an affirmative marketing plan for review as part of their application. This policy was applied to the Notice of Funding Availability issued in April 2023.
<b>8: Latinx Community Capacity Building and Engagement</b>	<b>Undertake a capacity-building and educational program designed to increase understanding of the housing system by the City's Latinx community.</b>	2024	Staff began internal planning to launch a community outreach initiative in 2024.
<b>9: Interjurisdictional Housing Activities</b>	<b>Collaborate with Marin County, cities and towns to address regional planning and housing issues. Remain open to alignment on programs to increase housing supply and further fair housing.</b>	Ongoing	Together with the County of Marin and other Marin jurisdictions, San Rafael met with the Napa-Sonoma ADU Center to discuss expansion of their services into Marin to provide additional support and resources for homeowners interested in constructing ADUs. Staff anticipates bringing forward a multi-jurisdictional services proposal in 2024 for City Council consideration. In June, the City renewed its cooperative agreement with the County of Marin to participate in a single joint countywide program for CDBG and HOME allocations. In December, the City Council adopted updated commercial linkage fees based on a joint study commissioned by multiple Marin County jurisdictions.
<b>10: Just Cause for Eviction</b>	<b>Maintain and monitor effectiveness of local just cause for eviction regulations. Require rental property owners to provide relocation assistance to low-income tenants in no-fault evictions.</b>	Ongoing	Staff regularly respond to tenant and landlord inquiries and provide education and information regarding the City's Cause for Eviction policy.

<b>11: Tenant Protection Measures</b>	<b>Evaluate existing and additional measures to protect tenants from eviction or the loss of housing due to economic or other factors. Implement new measures based on their viability and community feedback.</b>	2025	Staff began internal planning to launch a community outreach initiative in 2024. This includes potential participation in the County of Marin's proposed multi-jurisdictional anti-displacement education, anticipated to launch in Spring 2024.
<b>12: Periodic Housing Inspection Program</b>	<b>Continue and strengthen the Periodic Housing Inspection Program to ensure the safety and habitability of the rental housing stock.</b>	Ongoing	The Code Enforcement Division continued to inspect rental housing properties with three or more units and issue notices to property owners regarding code violations requiring correction. In 2023, the Code Enforcement Division inspected 1826 units at 58 properties.
<b>13: Code Enforcement Program</b>	<b>Provide effective code enforcement efforts in all neighborhoods to abate unsafe or unsanitary conditions. Organize service delivery around principles of equity and inclusion.</b>	Ongoing	The Code Enforcement Division continued to respond to inspection requests from tenants throughout the City.
<b>14: Residential Building Record (RBR) Program</b>	<b>Continue residential building inspections at the time of sale to ensure the safety and habitability of units.</b>	Ongoing	In 2023, the Code Enforcement Division completed 495 RBR inspections.
<b>15: Increasing Equity in Home Maintenance</b>	<b>Support lower income households in maintaining their homes and increase their ability to participate in and reap the benefits of housing sustainability initiatives.</b>	Ongoing	In May, the City Council approved allocation of CDBG funding for the Residential Rehabilitation Loan Program, which provides low-interest loans and technical assistance to qualified very low-income homeowners to make basic repairs, correct substandard conditions, and eliminate hazards around the home.
<b>16: Funding for Affordable Housing</b>	<b>Increase funding for affordable housing through the City's Affordable Housing Trust Fund and other sources.</b>	Ongoing	The City issued a Notice of Funding Availability in April and in July awarded a total of \$1.45 million to three projects, including gap funding for 40 units of permanent supportive housing, rehabilitation of 125 units recently acquired and preserved as affordable, and renovation of 4 units of existing affordable housing for low and very low income families.
<b>17: Affordable Housing Requirements for Residential and Commercial Development</b>	<b>Maintain affordable housing requirements for market-rate residential and commercial developments. Monitor the effectiveness of the City's affordable housing policy and periodically revise to reflect changing housing market conditions.</b>	Ongoing	In July, the City implemented an updated affordable housing in-lieu fee that was approved by the City Council in December 2022. In December 2023, the City Council approved updates to the City's commercial linkage fee policy. The updates will go into effect July 1, 2024.

<b>18: Pro-Housing City Designation</b>	<b>Apply for designation as a “Pro-Housing City” by the State of California.</b>	2023	Staff completed an initial assessment of the City's eligibility and competitiveness for the Pro-Housing City Designation. Due to limited staff capacity, the target date for applying has been moved to 2024.
<b>19: Air Rights Strategic Plan</b>	<b>Develop an official City process for developing housing in air rights on municipally-owned sites, including Downtown municipal parking lots. The process should support and promote public-private partnership opportunities that result in new housing on these sites.</b>	2027	In December, the City issued a Request for Proposals for development of affordable housing on a City-owned property at 519 4th St, with responses due in January 2024.
<b>20: Precise Plan for North San Rafael</b>	<b>Prepare a Precise Plan (or equivalent planning document) for the North San Rafael Priority Development Area (PDA).</b>	2027	Staff drafted a Request for Proposals (RFP) for a consultant team to prepare the neighborhood plan for the PDA. The goal is to finalize the RFP for issuance in mid January 2024 and award the contract in March, with project kick-off in Spring 2024.
<b>21: Precise Plan for Southeast San Rafael</b>	<b>Prepare a Precise Plan (or an equivalent planning document) for the Southeast San Rafael Priority Development Area (PDA).</b>	2027	Staff drafted a Request for Proposals (RFP) for a consultant team to prepare the neighborhood plan for the PDA. The goal is to finalize the RFP for issuance in mid January 2024 and award the contract in March, with project kick-off in Spring 2024.
<b>22: Accountability Reporting</b>	<b>Provide periodic updates on progress toward Housing Element implementation and other City Council and community housing priorities.</b>	Annually	In March 2023, the City provided an update to the City Council on Housing Element implementation progress, construction of ADUs, implementation of state laws such as SB9 and SB 35, and other housing policy priorities previously identified by the community and City Council.
<b>23: Monitoring and Marketing of Housing Opportunity Sites</b>	<b>Maintain capacity to meet the RHNA at all times during the 2023-2031 planning period and add new sites as opportunities arise. Make the list of housing opportunity sites (Appendix B) available to prospective developers and the public.</b>	Ongoing	The housing opportunity sites were adopted as part of the Housing Element in May 2023 and certified by the state in June 2023. Since then, City staff have met with a number of developers to discuss potential sites.
<b>24: By Right Development Along Commercial Corridors</b>	<b>Develop a list of sites located along commercial corridors that could be prime for by right development under Assembly Bill 2011 (AB 2011).</b>	2025	



<b>25: Objective Design Standards for Multi-Family Housing</b>	<b>Adopt objective design and development standards (ODDS) to expedite project approvals for all “by right” multifamily housing projects.</b>	2023	Staff previously presented draft ODDS to the Design Review Board for feedback. Staff anticipates presenting ODDS to the City Council for consideration in Spring 2024.
<b>26: Accessory Dwelling Units (ADUs)</b>	<b>Expand resources and reduce barriers for the construction of ADUs and Junior ADUs (JADUs) in San Rafael neighborhoods.</b>	Ongoing	Together with the County of Marin and other Marin jurisdictions, San Rafael met with the Napa-Sonoma ADU Center to discuss expansion of their services into Marin to provide additional support and resources for homeowners interested in constructing ADUs. Staff anticipates bringing forward a multi-jurisdictional services proposal in 2024 for City Council consideration.
<b>27: Lot Splits and Duplexes</b>	<b>Implement Senate Bill 9 (SB 9) regulations and update the City’s website with information to support property owners pursuing lot splits and duplexes on qualifying single-family lots.</b>	2024	
<b>28: Housing on Institutional and Religious Properties</b>	<b>Support housing development on institutional and religious properties.</b>	2031	City staff met with religious community leaders for preliminary conversations regarding possible housing development opportunities.
<b>29: Conversion of Residential and Non-Residential</b>	<b>Discourage conversion of residential units to non-residential uses, and limit loss of rental housing stock. Encourage conversion from commercial/office space to residential use.</b>	2026	Staff enforced the City's existing condominium conversion regulations that prohibit the loss of rental housing stock when the vacancy rate is below 5.0 percent.
<b>30: Preservation of At-Risk Housing</b>	<b>Protect affordable housing options, including affordable housing units in subsidized projects that are at risk of reverting to market rate rents during the planning period.</b>	Ongoing	The City maintained existing rent stabilization for mobile home parks.
<b>31: Monitoring the Status of BMR Units</b>	<b>Monitor the status of affordable units created through local inclusionary housing requirements to ensure that they are occupied by qualifying households and rented or sold at affordable rates.</b>	Ongoing	The City continued its agreement with Marin Housing Authority for monitoring of BMR ownership units, and initiated the contracting process for continued monitoring of the City's BMR rental units.
<b>32: Housing Resources for Older Adults</b>	<b>Begin to implement Age-Friendly San Rafael Strategic Plan recommendations.</b>	2025	The City issued a Certificate of Occupancy for the Vivalon Healthy Aging Campus at 999 Third St, which includes 66 units of affordable housing for older adults.

<b>33: Adaptable and Accessible Housing</b>	<b>Create additional housing resources for persons with disabilities, including developmental disabilities.</b>	2026	City staff attended meetings of disability advocates and service providers to learn more about what's needed to enhance accessibility in San Rafael's housing and to open the door for future communication and collaboration.
<b>34: Residential Care Facilities and Non-Licensed Group Homes</b>	<b>Facilitate the development of large and small residential care facilities and non-licensed group homes in San Rafael.</b>	2027	
<b>35: Affordable Housing for Large Families</b>	<b>Creative incentives that result in a larger percentage of apartments that are three bedrooms or more in affordable housing developments.</b>	2025	The City's 2023 Notice of Funding Availability for the Affordable Housing Trust Fund specifically identified provision of units for larger families as a scoring consideration.
<b>36: Review of Development Fees and Waiver/Deferral Policies</b>	<b>Review and update the master fee schedule periodically to reflect the costs of delivering City services and to reduce fee burdens for affordable housing projects, where possible.</b>	2025	
<b>37: Follow-Up to Developer Forums</b>	<b>In response to feedback received during past developer and community forums, provide updates on the changes made to reduce costs, time delays, and other barriers to housing development. Measure the success of these changes.</b>	2025	
<b>38: Incentives for Lot Consolidation</b>	<b>Develop tools to facilitate the consolidation of small lots into larger, more developable sites, especially in Downtown San Rafael, including a voluntary merger process that allows two parcels to be combined into a single parcel, consistent with the Subdivision Map Act.</b>	2027	

<b>39: Affordable Housing Incentives</b>	<b>Implement State and local density bonus programs, including allowances for additional height and concessions and waivers to development standards for projects with affordable housing.</b>	2024	Staff worked with consultants to collect feedback on the City's local density bonus from developers who chose to use State density bonus rather than local density bonus for their projects in San Rafael. This information may inform future modifications to City policy.
<b>40: Water and Sewer Priority</b>	<b>Establish written procedures so that projects with affordable housing units are granted priority for water and sewer connections in the event of future service limitations.</b>	2024	
<b>41: Streamlining of Development Approval</b>	<b>Implement measures to streamline the development approval process and reduce the time required between project proposal and project entitlement.</b>	2027	The City allowed for informal review of projects by the Development Coordinating Committee, and for verbal comments from staff rather than a written report.
<b>42: Zoning Text and Map Revisions</b>	<b>Complete strategic revisions to the San Rafael Zoning Ordinance to better achieve Housing Element objectives.</b>	2026	
<b>43: Revisions to Parking Standards</b>	<b>Complete an evaluation of residential off-street parking standards to reduce parking as a housing development expense.</b>	2023	
<b>44: Monitoring of Approved Development Projects</b>	<b>Convene regularly-scheduled meetings with residential developers following project entitlement to identify any issues impacting project schedules and actions the City can take to address regulatory or permitting constraints</b>	Ongoing	The Community Development Director, planning and housing staff continued to communicate with and outreach to residential developers to help facilitate projects in the development pipeline.



moderate	Non-Deed Restricted	0
Above Moderate		30
Total Units		111

LAND USE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program LU-1.1A	<b>General Plan Evaluations.</b> Complete an evaluation of the General Plan at least once every five years. As part of this process, assess San Rafael's growth data and trends, population and employment forecasts, and progress toward meeting its housing, mobility, sustainability, and other goals. Recommend changes to policies, and adjustments to fees and capital improvement projects based on the findings.	CDD	All Departments	Progress	The next General Plan Evaluation is due in the year 2026. In 2025, City staff will form a subcommittee consisting of representatives from the various departments to review the City's growth data and trends and make recommendations for policy changes as necessary. Additionally, all Departments review and indicate their progress towards meeting its housing, mobility, sustainability, and other goals as part of the General Plan Annual Progress Report.	The next General Plan Evaluation is due in the year 2026. In 2025, City staff will form a subcommittee consisting of representatives from the various departments to review the City's growth data and trends and make recommendations for policy changes as necessary. Additionally, all Departments review and indicate their progress towards meeting its housing, mobility, sustainability, and other goals as part of the General Plan Annual Progress Report.
Program LU-1.2A	<b>Development Review.</b> Assure adequate infrastructure is in place as noted in Policy LU-1.2 through the development review and environmental review processes. The City may modify the requirements associated with this policy if it determines that its application as stated would preclude all economically viable use of a subject property.  See also Mobility Element Programs M-2.5B and M-3.2D for LOS and VMT exceptions	PW		Ongoing	The Department of Public Works continued to review all new development projects to ensure adequate infrastructure is available (2021-2022).	The Department of Public Works continued to review all new development projects to ensure adequate infrastructure is available
Program LU-1.3A	<b>Benefits of Transit-Oriented Development.</b> Seek ways to objectively quantify and monitor the benefits of focusing new development around transit nodes and corridors and shifting trips from cars to active (non-car) transportation modes. Programmatic changes and recommendations should be supportable by objective data and quality of life measures. This should include data on modes of travel, trip origins and destinations, trip lengths, vehicle ownership, traffic congestion and duration of idling traffic, greenhouse gas emissions, and other metrics in areas that are well served by transit.	CDD	PW	Ongoing	The Department of Public Works continued to seek ways to objectively quantify and monitor the benefits of focusing new development around transit nodes and corridors as a part of the pre-entitlement progress(2021-2022). However, the post-occupation data is not yet collected for 2022.	The Department of Public Works will continue to seek ways to objectively quantify and monitor the benefits of focusing new development around transit nodes and corridors. We would need to collect data in order to create a model for the City of San Rafael. Preliminary steps can be evaluated and discussed for the year of Fiscal Year of 2023/2024.
Program LU-1.4A	<b>Reasonable Interim Uses.</b> Ensure that zoning regulations include provisions for reasonable interim uses for properties where the highest and best use allowed by zoning is not presently attainable due to traffic capacity, infrastructure, natural hazards (including sea level rise), and other factors. Examples of reasonable interim uses include contractor's yards, modular or mobile uses, new car storage, parking, and outdoor recreation.	CDD		No Action		
Program LU-1.6A	<b>LAFCO.</b> Encourage LAFCO to adopt Urban Service Area and annexation policies for the San Rafael Planning Area that are consistent with General Plan policies.	CDD		No Action		
Program LU-1.7A	<b>Development Adjacent to San Rafael.</b> Work with the County, other jurisdictions, neighborhood groups, and residents to review applications for development in areas adjacent to San Rafael's city limits or within the Sphere of Influence.	FIRE	PW,CDD	Ongoing	In 2022, the Fire Department worked with the County in the review process for projects in County Service Area (CSA) 19 & adjoining areas.	The Fire Department has not engaged with the County or other groups but is ready to for larger projects that will affect our response model. The Fire Department awaits development in CSA 31 (St. Vincents) and is ready to engage if and when that projects develops further.
Program LU-1.8A	<b>Codifying Residential Density Limits.</b> Implement General Plan densities by setting allowable lot sizes and densities in the zoning ordinance and by including height limits and an area-wide dwelling unit "cap" in the Downtown Precise Plan (see text box).	CDD	City Attorney	Ongoing	Through the development review process the Planning Division continued to implement General Plan densities when not in conflict with the Housing Accountability Act (2021-2022).	Through the development review process the Planning Division continued to implement General Plan densities when not in conflict with the Housing Accountability Act (2021-2022).
Program LU-1.8B	<b>Minimum Densities.</b> The net density of new development shall be no less than the lower end of the density range specified by the General Plan for that property.	CDD		No Action		CDD has continued to ensure that the net desity of new development was no less than the minimum.
Program LU-1.8C	<b>Small Multi-Family Lots.</b> Amend Section 14.16.300 of the Zoning Regulations to allow more than one housing unit per lot on lots that are smaller than 5,000 square feet, provided the density is consistent with the General Plan (these lots are currently limited to one unit each, unless located Downtown).	CDD	City Attorney	Completed	On March 1, 2021, City Council adopted Ordinance No. 1990, amending Section 14.16.300 of the Zoning Regulations to allow more than one housing unit per lot on lots that are smaller than 5,000 square feet, provided the density is consistent with the General Plan.	

LAND USE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program LU-1.10A	<b>Codifying General Plan Floor Area Ratio Limits.</b> Implement General Plan floor area ratio (FAR) limits by setting appropriate FAR limits in the zoning ordinance.	CDD		No Action		
Program LU-1.12A	<b>Transfer of Development Rights (TDR) Program.</b> Evaluate opportunities for TDR as a response to issues such as sea level rise, historic preservation, and wildfire hazards. This evaluation also should address how TDRs are conveyed and recorded.	Sustainability	CDD	No Action		
Program LU1.15A	<b>Planned Development Zoning.</b> Continue to maintain Planned Development (PD) zoning districts.	CDD		Ongoing	The Planning Division continued to maintain Planned Development (PD) zoning districts on an ongoing basis.	The Planning Division continued to maintain Planned Development (PD) zoning districts on an ongoing basis.
Program LU-1.16A	<b>Zoning for School Sites.</b> Continue to implement school site reuse and redevelopment through zoning regulations and the development review process.	CDD		Ongoing		
Program LU-2.1A	<b>Zoning Ordinance Amendments.</b> Revise the zoning ordinance, including the zoning map, to implement General Plan land use designations and policies, incorporate provisions from other recently adopted City plans and programs, and ensure that all provisions are consistent with state law. This should include creation of a new overlay district corresponding to areas expected to be affected by sea level rise (see Program S-3.1C).	CDD	City Attorney, Sustainability	Ongoing	On July 18, 2022, City Council adopted an Ordinance amending Title 14 (Zoning Ordinance) and Title 15 (Subdivisions) of the San Rafael Municipal Code related to regulations for Two-Unit Housing Developments and Urban Lot Splits in accordance with SB 9, the California Home Act, which requires municipalities to allow additional housing development on single-family zoned parcels through subdivisions and additional primary residential units.	A Sea Level Rise Prediction Map was included in the General Plan and was uploaded to the City's Open Data platform to inform the public about areas at risk to sea level rise.
Program LU-2.1B	<b>Subdivision Ordinance Amendments.</b> Revise the subdivision ordinance where necessary for conformance with General Plan land use designations and policies. Provisions for the enforcement of conditions of subdivision map approval should be included in the Ordinance.  See also Program LU-2.4A on Industrial Zoning standards	CDD	City Attorney, PW	No Action	On July 18, 2022, City Council adopted an Ordinance amending Title 15 (Subdivisions) of the San Rafael Municipal Code related to Urban Lot Splits in accordance with SB 9, the California Home Act, which requires municipalities to allow additional housing development on single-family zoned parcels through subdivisions and additional primary residential units.	
Program LU-2.2A	<b>Development Review.</b> Use the development review process to evaluate the compatibility of residential uses in commercial areas.	CDD		Ongoing	The Planning Division continued to use the development review process to evaluate the compatibility of residential uses in commercial areas. Residential Developments in commercial areas entitled in 2022 include 88 Vivian Street which includes 70 townhomes.	The Planning Division continued to use the development review process to evaluate the compatibility of residential uses in commercial areas. Residential Developments in commercial areas entitled in 2023 include 1515 4th St.
Program LU-2.2B	<b>Innovation Districts.</b> Evaluate creation of an overlay zone or "innovation" district (see text box) to be applied to a limited number of Light Industrial-Office (LI-O) properties located near Downtown (including the existing Lindero Mixed Use District) and/or Northgate Industrial Park. In addition to allowing a wide range of employment uses, multi-family residential and live-work uses could also be allowed in these areas, subject to performance standards, use permit requirements, and a finding that there will be no net loss of industrial floor space. The area covered by such a zone would be strictly limited in order to preserve the supply of land needed for local and region-serving businesses, minimize potential conflicts between adjacent uses, and avoid impediments to established businesses.	CDD		No Action		
Program LU-2.3A	<b>Neighborhood Centers.</b> Use the development review process to evaluate future proposals for existing neighborhood commercial centers, including the addition of new uses such as housing. Neighbors should be involved early in the development review process.	CDD		Ongoing	The Planning Division continued use the development review process to evaluate future proposals for existing neighborhood commercial centers, including the addition of new uses such as housing. residential uses continue to be an allowable use in all commercial centers.(2021-2022).	The Planning Division continued use the development review process to evaluate future proposals for existing neighborhood commercial centers, including the addition of new uses such as housing. residential uses continue to be an allowable use in all commercial centers.(2021-2022).

LAND USE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program LU-2.3B	<b>Revitalization Incentives.</b> Develop zoning and economic development incentives that keep local neighborhood centers viable, such as allowing additional floor area and housing units when neighborhood-serving uses are included or retained.  See the Neighborhoods Element for policies related to specific centers. See the Economic Vitality Element for policies on retail retention and incentives.	CDD	ED	No Action		
Program LU-2.4A	<b>Industrial Zoning.</b> Periodically evaluate zoning standards for Light Industrial-Office and General Industrial areas in response to business and economic trends, market demand, changes in technology and the transportation sector, greenhouse gas reduction goals, and climate-related hazards such as sea level rise.	CDD		No Action		The Planning Division continued to periodically evaluate zoning standards for Light Industrial-Office and General Industrial areas in response to business and economic trends, market demand, changes in technology and the transportation sector, greenhouse gas reduction goals, and climate-related hazards such as sea level rise.
Program LU-2.5A	<b>Industrial Zoning Standards for Ancillary Retail and Service Uses.</b> Continue to provide opportunities for small local-serving retail and service businesses in industrial zoning districts.	CDD		Ongoing	The Planning Division continued to provide opportunities for small local-serving retail and service businesses in industrial zoning districts through the Business License review process and where required by 14.06.020 - Land use regulations, allowed such uses to be permitted by right or through either a Conditional Use Permit, Conditional Use Permit/Zoning Administrator, Administrative Use Permit.	The Planning Division continued to provide opportunities for small local-serving retail and service businesses in industrial zoning districts through the Business License review process and where required by 14.06.020 - Land use regulations, allowed such uses to be permitted by right or through either a Conditional Use Permit, Conditional Use Permit/Zoning Administrator, Administrative Use Permit.
Program LU-2.6A	<b>Lot Consolidation Incentives.</b> Continue to encourage small lot consolidation through zoning regulations. Incentives such as height and floor area bonuses and reduced parking should be considered, provided they do not result in the loss of unique or historic buildings.	CDD		No Action		
Program LU-2.7A	<b>Large and Small Family Child Care Regulations.</b> Ensure that regulations for large and small family child care facilities comply with all applicable State laws. To the extent permitted by law, the siting and operation of larger facilities in single family neighborhoods should mitigate the potential for off-site impacts (parking, noise, etc.).	CDD		No Action	The California Child Day Care Facilities Act ("the Act"), Cal. Health & Safety Code sections 1596.70 et seq., prohibits local regulation of small and large family child care homes.  The downtown precise plan adopted in 2021 now allows small daycare centers an allowable use in the downtown.	The Planning Division continued to ensure that regulations for large and small family child care facilities comply with all applicable State laws.
Program LU-2.7B	<b>Fees for Child Care Programs.</b> Where feasible, consider waiving application, permit, and traffic mitigation impact fees for child care uses.  See also Policy LU-1.13 on FAR exemptions for child care. See Policy PROS-2.4 and Policy EDI-5.1 for additional guidance on child care.	PW	Finance, CDD	No Action		
Program LU-2.9A	<b>Motel Conversions.</b> In cases where an existing motel is no longer viable for that purpose, encourage conversion to multi-family residential use, including affordable housing.	CDD (Housing)		Progress	The City has included certain existing motels as housing opportunity sites in its draft 2023-2031 Housing Element, which is expected to be adopted in May 2023.	The City of San Rafael's 2023-2031 Housing Element, adopted by the City Council in May 2023 and certified by HCD in June 2023, identifies four motels as low-income housing opportunity sites: Villa Inn and Marin Lodge on Lincoln Ave and North Bay Inn and Surestay Hotel on Francisco Blvd E.
Program LU-2.10A	<b>Monitoring Program.</b> Monitor the effectiveness of short-term rental regulations on issues such as parking, rental housing supply, and neighborhood compatibility. Refine these regulations as needed to address issues and concerns.	CDD (Code Enforcement)	City Attorney	No Action		
Program LU-2.12A	<b>Live-Work Regulations.</b> Revise zoning regulations for live/work uses to make this a more viable housing type and facilitate its development.	CDD		No Action		



LAND USE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program LU-2.12	<b>Alternative Housing Types.</b> Explore regulatory and cost barriers and potential opportunities for innovative housing types such as co-housing, tiny homes, micro units, modular and movable construction, mobile homes, and other forms of habitation which may be easier and less expensive to build than traditional housing. Consider zoning and building code changes to support the conversion of existing underutilized buildings to these uses in commercial and mixed use areas. This should include changes that facilitate the conversion of underutilized office buildings or vacant retail buildings to residential use.	CDD		No Action		
Program LU-2.12C	<b>Floating Homes.</b> Consider changes to the Municipal Code, including zoning regulations, that support houseboats, live-aboards, and other types of floating homes in areas designated as "Water" on the General Plan Map.	CDD	City Attorney	No Action		
Program LU-2.12D	<b>Accessory Dwelling Units.</b> Continue to support the conversion of underutilized residential space into accessory dwelling units (ADUs) and Junior Accessory Dwelling Units (JADUs), as well as the development of new ADUs and JADUs in residential areas, except where access difficulties for fire and emergency vehicles pose risks to public health and safety.	CDD		Ongoing	The City continued to support the conversion of underutilized residential space into ADUs by approving such conversions through the building permit plan check process. Additionally, the City continued to provide ADU resource information, respond to public inquires through the City website, through public counter service, and via email and telephone.	The City continued to support the conversion of underutilized residential space into ADUs by approving such conversions through the building permit plan check process. Additionally, the City continued to provide ADU resource information, respond to public inquires through the City website, through public counter service, and via email and telephone.
Program LU-2.13A	<b>Evaluation of Odor Impacts.</b> Evaluate odor impacts as part of development review.	CDD		Ongoing	As part of the development review process, the Planning Division continued to evaluate odor impacts as required by Chapter 14.17 Performance Standards.	As part of the development review process, the Planning Division continued to evaluate odor impacts as required by Chapter 14.17 Performance Standards.
Program LU-3.1A	<b>Area Planning Process.</b> Engage neighborhood associations, community groups, residents, businesses, and service providers in the development of area plans, including neighborhood plans. A priority should be placed on plans for the North San Rafael "Town Center" area and the Canal neighborhood. In the event funding for these plans is delayed, projects that would increase housing supply in these areas should be allowed to proceed, with community engagement as described above.  See the Neighborhoods Element for additional policies and programs relating to area plans	CDD		No Action		
Program LU-3.2A	<b>Zoning Ordinance.</b> Periodically update the zoning ordinance to address neighborhood issues and concerns.	CDD	CDD, City Attorney	No Action		
Program LU-3.4A	<b>Code Enforcement.</b> Maintain an effective Code Enforcement program that engages with neighborhoods and business groups and works in partnerships with appropriate City staff to address nuisances, mitigate problems with vacant and blighted properties, and correct zoning code violations.	CDD (Code Enforcement)		Ongoing		Code Enforcement works with property owners and residents to preserve and maintain the neighborhoods and commercial areas clear of violations through voluntary code compliance. We try to respond to complaints within 3 business days of when a complaint is made.
Program LU-3.4B	<b>Conditions of Approval.</b> Use the development review process to establish conditions of approval, including maintenance of landscaping and other improvements. Use building inspection and code enforcement processes to ensure that these conditions and other mitigation or monitoring responsibilities are carried out.	CDD	CDD, PW, FIRE, PD	Ongoing	Multiple departments continued to utilize the development review process to review projects and add conditions accordingly. City staff from multiple departments continued to use inspections to ensure that the conditions of approval were met. Fire used this process to identify staffing & equipment needs for pending large scale development.	Multiple departments continued to utilize the development review process to review projects and add conditions accordingly. City staff from multiple departments continued to use inspections to ensure that the conditions of approval were met. Fire used this process to identify staffing & equipment needs for pending large scale development.

LAND USE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program LU-3.4C	<p><b>Community Appearance.</b> Continue and enhance programs to abate illegal dumping and remove graffiti.</p> <p>See also Policy EDI-4.2 on maintenance of streets and public space and Policy EDI-3.5 on property maintenance</p>	PW	Sustainability	Ongoing	<p>Completed 3rd year of five year Together San Rafael cross-departmental project to test pilots and gather data on illegal dumping in conjunction with Marin Sanitary Service, Conservation Corps, and waste consultants.</p> <p>In May 2022, DPW implemented SeeClickFix customer reporting platform that has increased resident reporting and DPW response to illegal dumping and graffiti removal incidents around the City.</p>	<p>The City continues to work with Sustainability on solutions to reduce illegal dumping. DPW actively collects data on illegal dump to monitor progress. Staff continue to abate illegal dumping and graffiti weekly.</p> <p>Potential options to eliminate graffiti would be to incorporate art work through out the City. Transportation Division will implement program to paint Traffic Cabinets to eliminate graffiti on boxes. The City will also apply for the Caltrans Clean California Grant in 2024 to turn an illegal dump Site area into an aesthetic pathway that would be utilize by residents.</p>
Program LU-3.6A	<p><b>Parking Lot Design.</b> Maintain design guidelines for parking lots that address landscaping, buffering, environmental quality, and neighborhood compatibility. Parking lots should not be the dominant visual feature from the street frontage.</p>	CDD	PW	Ongoing	<p>Through the development review process the Planning Division continued to enforce the parking standards as prescribe in the Chapter 14.18 - Parking Standards.</p>	<p>Through the development review process the Planning Division continued to enforce the parking standards as prescribe in the Chapter 14.18 - Parking Standards.</p>
Program LU-3.7A	<p><b>Neighborhood Parking Measures.</b> In neighborhoods with excessive on-street parking demand or where a proposed project would result in a substantial increase in demand:</p> <p>a) Work with property owners to add off-street parking and allow shared parking during off-peak hours.</p> <p>b) Where feasible, require additional off-street parking as a condition of approval for expansion or remodels.</p> <p>c) Update permit parking programs and on-street parking time limits to improve their effectiveness.</p>	CDD	PW, Parking Services	Progress	<p>PW worked with community members and groups in East San Rafael through the East San Rafael Parking Task Force. Began design for Spinnaker Point parking lot adjacent to Boro Center.</p>	<p>Spinnaker Point parking project added 14 parking spaces. In addition, Ts &amp; Ls striping to designate parking spaces to help with parking efficiency were installed in Spinnaker and Baypoint area. In 2024 Ts and Ls striping will be completed for the entire Canal neighborhood. The City will evaluate additional models to help expand parking in the Canal neighborhood. RFP soliciting responses for a residential parking permit program was issued and 3 responses have been received. Staff is currently evaluating responses.</p>
Program LU-3.7B	<p><b>Parking Regulations.</b> Periodically evaluate and amend parking regulations to respond to new technologies and trends in car ownership and design, while still ensuring adequate on-site parking.</p> <p>See Goal M-7 (Mobility Element) for additional policies and programs on parking, including amendments to parking standards.</p>	CDD	PW	No Action		
Program LU-3.8A	<p><b>Abandoned Vehicle Program.</b> Continue the abandoned vehicle abatement program.</p>	Parking Services		Ongoing		
Program LU-3.8B	<p><b>Vehicles as Residences.</b> Continue the prohibition on the overnight residential use of vehicles in the public right of way.</p>	PD	Parking Services	Ongoing		

LAND USE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program LU-3.9A	<b>Neighborhood Serving Uses.</b> 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, child care 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.	CDD		No Action		
Program LU-3.9B	<b>Housing in Neighborhood Commercial Centers.</b> In the event housing is proposed on neighborhood commercial sites, encourage the integration of neighborhood-oriented commercial or service uses on the ground floor or a portion of the site.	CDD		Ongoing	The Planning Division continued to encourage the integration of neighborhood-oriented commercial or service uses on the ground floor or a portion of the site when such applications were received.	The Planning Division continued to encourage the integration of neighborhood-oriented commercial or service uses on the ground floor or a portion of the site when such applications were received.
Program LU-3.11A	<b>Neighborhood Websites.</b> Support the development of neighborhood websites and provide links to these sites on the City's website.	CDD		No Action	PW created a dedicated webpage to highlight City efforts undertaken in the Canal neighborhood. <a href="https://www.cityofsanrafael.org/canal-neighborhood-improvements/">https://www.cityofsanrafael.org/canal-neighborhood-improvements/</a>	

**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-1.1A	<b>Downtown Precise Plan and Form Based Code.</b> Implement the Downtown Precise Plan and Form Based Code to strengthen the identity of Downtown districts and guide new development and investment.	CDD		Ongoing	City staff continued to implement the Downtown Precise Plan and Form Based Code through the development review process when applications for project located in Downtown were received.	City staff continued to implement the Downtown Precise Plan and Form Based Code through the development review process when applications for project located in Downtown were received.
Program NH-1.1B	<b>Quality Downtown Services.</b> Support the Downtown Business Improvement District (BID), the Chamber of Commerce, and other organizations in efforts to maintain the quality of Downtown as a great place to do business. Encourage investment in services and amenities that project a positive image of Downtown and make it a destination of choice within Marin County.	ED	CM	Ongoing	In 2022, the City continued to support the Downtown BID through attention to streetscape, marketing and promotions, special events and advocating on issues of safety, public parking and other factors affecting the economic vitality of the downtown district.	Through a agreement with the City of San Rafael, the SR Chamber of Commerce has taken over as fiscal administrator and implementation support for the BID Program. The revenue and oppoerations were stabilized for 2023 and special events, beatification, marketing and business support activiites were delivered for the BID program.
Program NH-1.1C	<b>Capital Improvements.</b> Incorporate projects and programs identified in the Downtown Precise Plan into the City's Capital Improvement Program and operating budget. Explore potential funding sources for capital projects, including grants that recognize the benefits of accommodating sustainable growth and responding to climate change. Maintain existing facilities, such as lighting and landscaping, so that Downtown remains an attractive place to visit.	PW	Finance, ED	Progress	The Department of Public Works has applied for several grants for capital projects identified in the Downtown Precise Plan and is waiting on responses. The CIP has also set aside matching funds for these grants. In addition, PW has worked on replacing light fixtures to LED lights around the downtown. Updated the traffic impact fee to augment capital investment in transportation.	Public Works continues to apply for grant funding to support the Downtown Precise Plan (DPP) through the CIP and operating budget. Progress has been made on the following projects listed in the DPP. 1. Fourth Street intersection realignment project received OBAG3 grant funding and is currently in the design phase. 2. Canal pedestrian- bicycle connection bridge over the San Rafael Creek received ATP funding for the feasibility and design, which is anticipated to begin in FY25. 3. The City continues to support the transit center relocation project by GGBHTD. 4. The City supported the Caltrans US101/Downtown bridge replacement offramp project which included pedestrian improvements at the intersection of 2nd and Irwin. 5. B Street was converted from one-way to two-way traffic.
Program NH-1.1D	<b>Downtown Public Safety.</b> Continue public safety, maintenance, and social service initiatives that keep Downtown safe and address the needs of Downtown businesses, visitors, and residents of all incomes.	PD		Ongoing		Implementation of the SAFE Team (Specialized Assistance For Everyone) in March of 2023, serves to complement other social service litatives providing an "Alternative Response" to front line public safety staff to vulnerable populations including individuals experiencing homelessness, chronic substance abusers as well as individuals in mental health crisis. Averaging 280 calls for service per month, the SAFE Team resource has proven to be successful toward public safety initiatives downtown.
Program NH-1.2A	<b>Adapting to Changes in Retail.</b> Work with the owners and tenants of ground floor spaces, especially along Fourth Street, to respond to changes in the demand for retail space. Ensure that zoning and building regulations are flexible so that these spaces remain usable and can support active uses.  See the Economic Vitality Element for economic development programs and Chapter 8 of the Downtown Precise Plan for additional implementation measures.	ED	CDD	No Action		ED staff have engaged a retail consultant and a scope of services has been developed for post pandemic retail support programming for Downtown and the Canal neighborhood. This activity will commence in 2024.
Program NH-1.3A	<b>Development Incentives.</b> Implement and expand incentives for the private sector to provide more affordable housing, community amenities and public space. These incentives should substantially increase the stock of units that are permanently affordable.	CDD		Ongoing	The Planning Division continued to implement the City's Density Bonus and Incentives Regulations (Resolution No. 14891) for qualifying housing development projects.	The Planning Division continued to implement the City's Density Bonus and Incentives Regulations (Resolution No. 14891) for qualifying housing development projects.

**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-1.4A	<p><b>Supportive Housing.</b> Work with local social service and non-profit organizations to address the needs of unsheltered residents in Downtown, including the provision of additional permanent supportive housing.</p> <p>See the Downtown Precise Plan for Anti-displacement strategies, including measures to protect tenants.</p>	CDD	CDD (Housing)	Progress	<p>The City released a Notice of Funding Availability in 2021 and in early 2022 provided gap funding for two projects through its Affordable Housing Trust Fund that together will provide 72 units of permanent supportive housing. The project at 190 Mill St was completed and opened in Fall 2022.</p> <p>The City of San Rafael partnered with Caltrans, the County of Marin, CHP, and multiple service organizations to provide enhanced services for individuals experiencing homelessness. This innovative partnership enabled the City to create a designated “service support area” that provided security, restrooms, handwashing stations, garbage pick-up, regular outreach and service referrals, and other quality of life amenities. It also allowed for the continuing of work with local partners to identify permanent paths to housing.</p> <p>On June 21, 2022, City Council approved and authorized the execution of an agreement with St. Vincent de Paul (SVDP) to provide encampment and homelessness services. SVDP has provided street-based outreach (Homeless Outreach Team), case management, and essential services to the unhoused and underserved community.</p>	<p>The City’s Encampment Resolution Funding grant has successfully been used for case management services through partnership with St. Vincent de Paul. SVDP provides housing case management to individuals from the Service Support Area (SSA) and Mahon Creek Path encampment. At time of writing, 13 individuals have moved into permanent housing from homelessness in the program.</p> <p>The City released a Notice of Funding Availability in 2023 through its Affordable Housing Trust Fund and is providing a \$250k grant to 3301 Kerner Blvd development. This project is through Eden Housing and will provide 40 units of affordable housing for individuals leaving homelessness and with lower than 30% AMI. The project is set to complete by early 2025.</p>
Program NH-1.6A	<p><b>Court Street Plaza.</b> Enhance the Court Street Plaza and adjacent area of 4th Street as a public gathering space. Implement pilot programs that reimagine this part of Fourth Street as a “shared street” that functions as civic space and accommodates multiple travel modes.</p>	PW	L&R, ED	No Action		
Program NH-1.6B	<p><b>Transit Gateway Improvements.</b> 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.</p>	PW		Progress		<p>The City will be coordinating with Caltrans in Fiscal Year 2023/2024 to perform outreach and design a mobility hub adjacent to the SMART Station. In addition, the City supports the GGBHTD transit center relocation project that includes a gathering space adjacent to the transit center and SMART station.</p>
Program NH-1.6C	<p><b>Pocket Parks and Private Plazas.</b> Use incentives such as additional building height to create accessible outdoor spaces such as plazas and paseos in new development.</p>	CDD		No Action		
Program NH-1.6D	<p><b>Downtown Alleys.</b> Activate key Downtown alleys as public spaces.</p> <p>See Downtown Precise Plan Chapter 8 for a list of proposed public realm improvements</p>	CDD	PW	No Action		
Program NH-1.7A	<p><b>Downtown Form Based Code.</b> Adopt and maintain a Form Based Code that provides greater predictability in what will be built and emphasizes pedestrian-friendly design. Development standards should reinforce the unique character of Downtown while allowing its built form to evolve and improve. The Code should allow for a streamlined permitting and approval process, increased certainty for developers, and more predictable outcomes for the community as new projects are proposed.</p> <p>See the Community Design and Preservation Element for additional policies and programs on designing buildings to complement and enhance Downtown’s character and create a pedestrian-friendly environment.</p>	CDD		Progress	<p>The Downtown Precise Plan and Form-Based Code was adopted August 2021. In 2022, the City staff continued to implement the development and design standards of the Downtown Precise Plan through the development review process.</p>	<p>The Downtown Precise Plan and Form-Based Code was adopted August 2021. In 2023, the City staff continued to implement the development and design standards of the Downtown Precise Plan through the development review process.</p>

**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-1.8A	<b>Context Sensitive Design.</b> Implement Form Based Code provisions to ensure that new development adjacent to historic resources or within historic districts is sympathetic to the scale and character of older buildings.	CDD		Ongoing	When applications for new developments adjacent to historic resources or within historic districts, staff continued to enforce development standards sympathetic to the scale and character of older buildings such the required setback for new buildings adjacent to historic resources. Staff cannot enforce development standards when they are in conflict with SB-330 Housing Crisis Act of 2019 such as in the case where the maximum height limit would reduce the density of the housing project.	When applications for new developments adjacent to historic resources or within historic districts, staff continued to enforce development standards sympathetic to the scale and character of older buildings such the required setback for new buildings adjacent to historic resources. Staff cannot enforce development standards when they are in conflict with SB-330 Housing Crisis Act of 2019 such as in the case where the maximum height limit would reduce the density of the housing project.
Program NH-1.8B	<b>Historic Districts.</b> Consider the use of historic districts to conserve the character of parts of Downtown with high concentrations of important older buildings. These districts should continue to accommodate infill development on vacant and underutilized sites, but should provide incentives for preservation and adaptive reuse, including tax benefits and transfer of development rights.	CDD		No Action		
Program NH-1.8C	<b>Addressing Functional Obsolescence.</b> Work with property owners to modernize functionally obsolete spaces in older buildings. Seek solutions which allow updating and alteration of interior spaces without losing the historic integrity of the building exterior.	CDD		No Action		
Program NH-1.8D	<b>Historic Inventory.</b> Regularly update the inventory of historic and cultural resources in Downtown.  See Community Design and Preservation Element Goal 5 for additional guidance	CDD		No Action		
Program NH-1.10A	<b>Multi-Modal Improvements.</b> Implement the improvements in the Downtown Precise Plan to improve the safety and comfort of all travel modes in Downtown, particularly pedestrians and bicycles. This includes additional bike routes and lanes; safer pedestrian crossings; wider sidewalks in some locations; street trees and landscaping; converting B Street to two-way traffic; and creating a “north/south greenway” for bicycles and pedestrians along the Tamalpais Avenue corridor.	PW		Progress	The B Street conversion design is almost complete, and it is anticipated this will be constructed as a change order to the Third Street Rehabilitation project. Grand Avenue Cycle Track and 2nd/4th Street are also projects that would be improving mobility in the Downtown area. 2nd/4th Street project does have funding now to implementation in the near future.	B Street conversion and Third Street Rehabilitation Project has been completed. Grand Avenue Cycle Track and 2nd/4th Street are projects that will be implemented in Fiscal Year 2023/2024 to improve mobility in the Downtown Area. In addition the 2nd/4th Street project is in the design phase with construction anticipated in late 2024. The City will be installing Audible Push Buttons and Rapid Rectangular Flashing Beacons at crosswalks and intersections to make pedestrian crossing safer.
Program NH-1.10B	<b>Evolving Mobility Needs.</b> Design Downtown streets so that they can adapt to changing transportation trends such as ride-hailing and micro-mobility (electric bikes and scooters), changing parking demand, and changes in technology, including autonomous vehicles. Technology should also be used to make Downtown safer and easier to navigate for all users, for example, with the use of pedestrian-activated crossing signals, timed traffic signals, and digital information on parking.	PW		Progress	The Third Street Rehabilitation project includes installation of a fiber backbone infrastructure downtown connecting to the PSC. In addition, the County received a federal grant to improve traffic signal safety on key intersections throughout the County. This project includes adding pedestrian push buttons at several downtown intersections.	The City will be coordinating with Transportation Authority of Marin and Marin County to incorporate an electric bike share program. A contractor has been selected. Planning and implementation will start in the near future.  The City will coordinate with Marin Transit and Golden Gate Transit to implement Bus Priority Routes.
Program NH-1.10C	<b>Wayfinding.</b> Build upon ongoing efforts to implement a clear wayfinding strategy to orient transit passengers, motorists exiting Highway 101, and other visitors to Downtown. Use consistent signage and streetscape elements to enable visitors to navigate Downtown easily.	PW		Ongoing	Applied for a SMART grant to seek funding to help deploy the latest technological advances to warn all users and stakeholders, physically and electronically, of the arrival of the train in the station and Downtown.	The City has reapplied for a SMART grant to seek funding to help deploy the latest technological advances to warn all users and stakeholders, physically and electronically, of the arrival of the train in the station and Downtown.

**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-1.12A	<b>Sea Level Rise Adaptation.</b> Develop a comprehensive set of sea level rise adaptation strategies for future development that draw from citywide and regional strategies. These strategies could include tidal gates, levee improvements, wetland restoration, and elevation requirements for new buildings.	Sustainability		Progress	On June 19, 2020, the City of San Rafael adopted the San Rafael Sea-Level Rise Adaption Study which identify adaptation measures. In June and September 2022, the City received grants totaling \$762,000 to conduct a sea level rise feasibility assessment and community-driven project to identify near-term solutions to SLR and flooding in the Canal neighborhood and surrounding areas. City hired a Climate Adaptation and Resilience Planner in August 2022 to conduct the work.	A large study is underway to identify sea level rise adaptation strategies that are appropriate and is working with other agencies, community-based organizations, UC Berkeley, and an outside engineering and planning firm to explore the feasibility and implications of different options.
Program NH-2.1A	<b>Neighborhood Plan.</b> In the event that significant changes to currently allowable land uses or densities are proposed in the future, develop a neighborhood/corridor plan for the Miracle Mile.	CDD		No Action		
Program NH-2.2A	<b>West End Circulation Improvements.</b> Pursue the following circulation improvements in the West End Neighborhood:  a) Reconfigure the traffic signal at Ross Valley Drive and Fourth Street to incorporate Santa Margarita Drive, thereby improving safety.  b) Implement pedestrian/bicycle safety improvements across and along Second/Fourth Streets, including the crosswalks at the Marquard/West End intersection and the East Street intersection, and wider, safer sidewalks along both sides of Second Street between Marquard and Shaver Streets.	PW		Progress	On June 21, 2022, City Council adopted a resolution approving and authorizing the City Manager to execute a professional services agreement for engineering design services associated with the Second Street/Fourth Street/Miracle Mile Intersection Improvement project.  OBAG 3 grant funding has been secured to reconfigure Second and Fourth at Miracle Mile and to construct a traffic signal at West Crescent. The new signal will provide an alternative to West Margarita entrance. The project is in the design phase with anticipated construction in 2024.	"OBAG 3 grant funding has been secured to reconfigure Second and Fourth at Miracle Mile and to construct a traffic signal at West Crescent. The new signal will provide an alternative to West Margarita entrance. The project is in the design phase with anticipated construction in 2024.  The Third Street Rehabilitation project completed a wider sidewalk with Class 4 cycle track from Marquard to Shaver Street and added a signalized crosswalk at the East Street and Second Street intersection. "
Program NH-2.3A	<b>Noise Improvements.</b> Use the capital improvement program and development review process to consider noise abatement techniques for the Miracle Mile and adjacent thoroughfares, including the use of attractive fencing, trees and landscaping, and sound-absorbing pavement.	PW		No Action		
Program NH-2.5A	<b>Neighborhood-Serving Commercial Uses.</b> Encourage retention of existing neighborhood commercial uses. Allow new commercial uses only if they benefit the neighborhood, will not impair its residential character or impact health and safety, and have been vetted through a community process.	CDD		Ongoing	Through the Business License Review Process, the Planning Division continued to allow new commercial uses in accordance with the San Rafael Municipal Code Land Use regulations and if they benefit the neighborhood, will not impair its residential character or impact health and safety, and have been vetted through a community process.	Through the Business License Review Process, the Planning Division continued to allow new commercial uses in accordance with the San Rafael Municipal Code Land Use regulations and if they benefit the neighborhood, will not impair its residential character or impact health and safety, and have been vetted through a community process.
Program NH-2.8A	<b>Camgros/Duca Properties.</b> 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.	CDD		No Action		

**NEIGHBORHOODS ELEMENT**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program NH-2.10A	<b>Community Center.</b> 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 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.	L&R	CM	Progress		In 2023, the City completed the rehabilitation of the Sun Valley Park playground. This project included replacing the play structures, installing engineered wood surfacing, and pathway and ADA accessibility improvements. The improvements to the playground have increased usage of the park as a community gathering area. The City also continues to rent picnic areas at Sun Valley Park for community gatherings.
Program NH-2.11A	<b>Hillside Construction.</b> Ensure that hillside areas are protected by continuing to apply the Hillside Residential Design Guidelines for new construction and major remodels. The siting, height, and design of new or expanded structures should be carefully evaluated to ensure adequate emergency vehicle access, slope and foundation stability, adequate surface and sub-surface drainage, and erosion control. Buildings that are out of scale, damage the natural landscape, cause excessive tree loss or habitat destruction, or obstruct scenic vistas from public vantage points, should be discouraged.	CDD		Ongoing	When the Planning Division received applications for residential development on the hillside, the Planning Division enforced all objective standards within the San Rafael Municipal Code and Hillside Residential Design Guidelines through the development review process.	When the Planning Division received applications for residential development on the hillside, the Planning Division enforced all objective standards within the San Rafael Municipal Code and Hillside Residential Design Guidelines through the development review process.
Program NH-2.13A	<b>Lincoln Avenue Development Standards.</b> Maintain development standards that preserve the character of Lincoln Avenue, including: a) 36-foot (three story) height limit[1] b) 15' front yard setbacks c) Continued allowances for multi-family residential and office uses. This includes a continued prohibition on the conversion of existing residential space to office use unless replacement residential units are provided. d) Prohibition of most new retail uses (while allowing existing uses to continue) e) Requirements to mitigate noise impacts from SMART, the freeway, and Lincoln Avenue traffic, where appropriate.	CDD		Ongoing	When the Planning Division received applications for development on Lincoln Avenue, the Planning Division continued to maintain the Lincoln Avenue Development Standards as part of development review process such as with the proposed San Rafael Inn on 1580 Lincoln Avenue (PLAN21-017). The Project Planner provided guidance to the application regarding the height limit and setback requirement in addition to other applicable requirements.	When the Planning Division received applications for development on Lincoln Avenue, the Planning Division continued to maintain the Lincoln Avenue Development Standards as part of development review process
Program NH-2.13B	<b>Lincoln/San Rafael Hill Park.</b> Pursue opportunities to develop a small neighborhood park in the northern part of the Lincoln/San Rafael neighborhood.	L&R	CM	No Action		
Program NH-2.14A	<b>University-Neighborhood Coordination.</b> Maintain on-going coordination between Dominican University, the Dominican-Black Canyon Neighborhood Association, the City of San Rafael, and campus neighbors to address concerns such as traffic, parking, noise, and vegetation management in the University area. In the event future development or campus expansion is proposed, amendments to the Master Use Permit shall be required. Creation of neighborhood advisory committees to advise and collaborate on proposed development projects and address issues of concern is strongly encouraged.	CDD	PW	No Action		In 2023, Dominican University sold a portion of its property to a private developer. The developer submitted an SB330 Application to construct 50 units and 14 ADUs. The City continues to respond to neighborhood concerns regarding the proposal.



**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-2.14B	<b>Dominican Hillside Parcels.</b> Work with Dominican University and neighborhood residents to plan for the undeveloped hillside parcels located east of Deer Park Avenue and south of Gold Hill Grade. Much of the property is steep and heavily wooded. Other portions have the potential for housing, including student housing and faculty/staff housing, which is a significant local and community need. In the event housing is pursued, the permitted density should reflect site constraints. Development should conform to the City's Hillside Residential Design Guidelines and include provisions for substantial open space. The neighborhood should be involved in the planning and review process, which would include an amendment to the Master Use Permit and the PD-district zoning.	CDD		No Action		In 2023, Dominican University sold a portion of its property to a private developer. The developer submitted an SB330 Application to construct 50 units and 14 ADUs. The Planning Division reviewed the application for compliance with the City's Hillside Residential Design Guidelines. The City continues to respond to neighborhood concerns regarding the proposal.
Program NH-2.15A	<b>Emergency Preparedness.</b> Continue collaborative efforts to improve emergency preparedness, including vegetation management on public open space and private property, evacuation and emergency response, and community awareness and training.	FIRE		Ongoing	The Fire Department continued efforts in collaboration with community partners.	
Program NH-2.15B	<b>Noise Reduction.</b> Continue to work with Caltrans to reduce freeway noise in the Dominican/Black Canyon area. This should include maintenance of landscaping along the freeway sound wall, noise-reducing pavement, and other sound absorption technologies.	PW		No Action		
Program NH-2.15C	<b>Open Space Dedication.</b> 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.	CM	PW, L&R	No Action		
Program NH-2.17A	<b>Corporation Yard Reuse.</b> 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.	CDD	CDD	No Action		
Program NH-2.17B	<b>Joint Use.</b> Work with San Rafael City Schools to accommodate greater public access to open space and athletic fields at the High School during hours when school is not in session.	L&R	CDD	No Action		

**NEIGHBORHOODS ELEMENT**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program NH-2.17C	<b>School-Related Traffic.</b> Work with San Rafael City Schools to improve the safety and effectiveness of drop-off areas at San Rafael High School. Encourage continued communication and cooperation to address access and scheduling improvements.	PW		Progress	The City continued to make progress on the San Pedro Crosswalk improvements in front of San Rafael High School in addition to the redesign of Nova Albion in front of Terra Linda High School.  Traffic Division will perform additional studies and Site audits to determine pick-up and drop-off improvements.	The City applied for grant funds and was notified that funding was awarded for Rapid Rectangular Flashing Beacons at 5 school crosswalks.  The City will evaluate conceptual safe routes to school designs and determine future projects to seek funding for.
Program NH-2.19A	<b>Access to Downtown.</b> Provide safe access from the Montecito-Happy Valley area to Fourth Street, the Montecito Shopping Center, the Canal waterfront, and the transit center area. Streetscape improvements in the eastern end of Downtown should create an inviting, comfortable environment for walking.	PW		Ongoing	City staff are evaluating the Bicycle and Pedestrian Plan to see how we can improve access to the Downtown area.	"The City will work on updating the Bicycle and Pedestrian Master Plan. During the process, access improvements in the Downtown Area will be evaluated.  The City is currently under construction for the Grand Avenue cycle track between 2nd and 4th street."
Program NH-2.19B	<b>Pedestrian Improvements.</b> Improve the safety and condition of neighborhood sidewalks, including improvements to crosswalks, posting of speed limits, and improvements to pedestrian paths and rights-of-way. Work with the neighborhood to gather information on sidewalks and paths needing improvement.	PW		Ongoing	The City continues to provide funding for the sidewalk repair program, which allows residents to fix their sidewalks and the city will provide a partial match. In addition, PW has set aside money in the CIP annually to fix sidewalks owned/maintained by the city. The City established an inventory of pedestrian facilities and work is ongoing on making critical improvements.	The City continues to provide funding for the sidewalk repair program, which allows residents to fix their sidewalks and the city will provide a partial match. In addition, PW has set aside money in the CIP annually to fix sidewalks owned/maintained by the city. The City established an inventory of pedestrian facilities and work is ongoing on making critical improvements.
Program NH-2.20A	<b>Parking Improvements.</b> Continue to explore practical and cost-effective solutions to manage parking in the Montecito area. These measures could include residential permit parking, time limits on parking on specific high-demand streets, working with apartment owners to restore parking spaces being used for storage, working with property owners to add on-site parking where feasible, and posting no parking signs on narrow streets with access constraints for emergency vehicles.	Parking Services		No Action		
Program NH-2.21A	<b>Reuse of Commercial Properties.</b> Actively solicit input from Montecito-Happy Valley residents on plans for the reuse, redevelopment, and improvement of properties in the commercial area between US 101 and San Rafael High School, including the Montecito Shopping Center.	ED	CDD	No Action		

**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-2.22A	<p><b>Bret Harte Neighborhood Priorities.</b> Recognize the following neighborhood priorities in planning and development decisions for the Bret Harte area:</p> <p>a) Maintain strict limits on hillside development. Existing hillside open spaces should be reinforced and proactively managed to prevent future landslides.</p> <p>b) Encourage safety improvements to infrastructure, including undergrounding power lines and monitoring aging gas lines through residential yards.</p> <p>c) Improve bicycle and pedestrian access along Woodland Avenue, providing safer routes to school, and better access to Downtown San Rafael.</p> <p>d) Improve neighborhood aesthetics and landscaping, particularly at the neighborhood gateways at DuBois and Irwin Streets. Additional trees should be planted throughout the area, and existing trees should be maintained.</p> <p>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.</p> <p>f) Expand emergency preparedness activities, particularly for older adults.</p> <p>g) Encourage renovation of the Bret Harte Shopping Center.</p> <p>h) Monitor and discourage homeless encampments in the open areas of the neighborhood.</p>	FIRE	CDD, PW	Progress	<p>The Fire Department continued outreach efforts in collaboration with community partners, including age friendly San Rafael. Fire and PPD work collaboratively to discourage encampments and remove vegetation in areas where they are reoccurring.</p> <p>The City has allocated budgeted approximately \$1.1 million for the construction of the Bungalow and Woodland Resurfacing Project.</p>	<p>"The City completed the Bungalow and Woodland resurfacing project which included installation of a crosswalk at Woodland and Lovell which was recommended by SRTS.</p> <p>As part of the 2022 Arbor Day celebration, several trees were planted at Bret Harte Park. "</p>
Program NH-2.23A	<p><b>Short School.</b> Coordinate with San Rafael City Schools on the future of Short Elementary School. Uses should be compatible with the surrounding residential neighborhood and sensitive to potential impacts on parking, traffic, noise, and similar factors.</p> <p>See also Program CDP-5.2B (Community Design and Preservation) identifying Gerstle Park as one of several priority areas for a historic resource inventory update.</p>	CDD	PW	No Action		
Program NH-2.25A	<p><b>Gateway Improvements.</b> Provide landscaping improvements along B, C, and D Streets.</p>	PW		No Action		
Program NH-3.1A	<p><b>Southeast San Rafael Community Plan.</b> Prepare a Plan for the Southeast San Rafael area, including its business districts and the Canal neighborhood. The Plan should be comprehensive in scope, covering land use, transportation, housing, public safety, conservation, sea level adaptation, and economic vitality issues. The Plan should be based on an inclusive public process that gives voice to Canal residents and Southeast San Rafael businesses. The type of Plan to be prepared (Precise Plan, Specific Plan, etc.) will be determined based on available resources and project objectives.</p>	ED	CDD, PW, FIRE, PD, Sustainability	Progress	<p>The City has applied for grant funding to create a precise plan for the Canal PDA.</p>	<p>The City was awarded grant funding for community outreach and creation of a Canal PDA. The city anticipates an RFP for consultant in early 2024.</p> <p>The City has received a grant to create a precise plan for the Canal PDA. Sustainability staff are coordinating with CDD staff to ensure this plan integrates sea level rise adaptation considerations into the Canal PDA.</p>
Program NH-3.2A	<p><b>Design Plan and Vision for the Canalfront.</b> Continue implementation of the Canalfront Conceptual Design Plan, including circulation and access improvements and development of a waterfront paseo. (see text box on page 4-37).</p>	CDD	PW	No Action		

**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-3.3A	<p><b>Canal Dredging.</b> Support efforts to dredge the San Rafael Canal to ensure its continued navigability, effectiveness for flood control and sea level rise resilience, and value as natural habitat and a recreational resource. Pursue a reliable ongoing funding source for dredging and channel maintenance, potentially including a maintenance assessment district and federal funding.</p> <p>See also Policy CSI-1.11 in the Community Services and Infrastructure Element</p>	PW		Progress	Worked with the Army Corps of Engineers to secure \$7.7 million to dredge the federal channel in the fall 2022. In addition, the City coordinated an umbrella permit for all properties along the canal to secure environmental clearance to dredge between the federal channel and the shoreline. In 2023, the City plans to explore an assessment district to create a reliable funding source.	In future years the City plans to explore an assessment district to create a reliable funding source.
Program NH-3.4A	<p><b>Zoning.</b> Maintain zoning provisions to protect and incentivize water-oriented uses. Amend zoning as needed to permit floating homes and other water-dependent housing.</p>	CDD		No Action		
Program NH-3.4B	<p><b>State Lands Commission Title Claims.</b> To assist in redevelopment, resolve public trust title land claims that enable the City to convey or exchange certain filled lands which are found to be no longer necessary for use as harbors, commerce, navigation, fisheries, or appurtenances, consistent with State law.</p>	PW	City Attorney	No Action		
Program NH-3.5A	<p><b>Canalfront Design Guidelines.</b> Use the development review process to implement the 2009 Design Guidelines for the Canal Waterfront, including requirements for a 25' waterside setback for new buildings and a 10' paseo along the waterfront. Amenities such as seating, lighting, and bike racks should be provided along the shoreline. The Design Guidelines include provisions for building materials, architecture, lighting, signage, views, public open space, landscaping, street furniture, streets and sidewalks, and sustainability.</p>	CDD		No Action		
Program NH-3.6A	<p><b>Circulation Improvements.</b> Continue to seek funding opportunities for pedestrian and bicycle enhancements along the Canal and include such projects in the Capital Improvement Program as funding becomes available. In addition, explore the feasibility of future water taxi service between the Downtown/Transit Center area and points along the Canal and shoreline.</p>	PW		Progress	Over the past two years, the City received multiple grants from the Transportation Authority of Marin (TAM) to address pedestrian safety by improving crosswalks at key locations in the Canal neighborhood and on Mission Avenue behind San Rafael High School. On March 25, 2021, the project was advertised in accordance with San Rafael's Municipal Code, and sealed bids were publicly opened and read aloud April 20, 2021. On May 3, 2021, the City Council adopted a resolution authorizing the City Manager to enter into an agreement with the low bidder, Team Ghilotti, Inc., in the amount of \$673,141 and approving a construction contingency of \$86,859 for a total appropriation of \$760,000. The project was successfully completed on February 4, 2022.	"The City received two ATP grants for the Canal crossing project and Canal Transportation Experience project which both focus on bike and ped improvements.  In addition the city applied for RCN grant for Bellam bike and ped improvements between 580 and 101. "
Program NH-3.6B	<p><b>Water Access.</b> As outlined in the Canalfront Design Guidelines, provide public access for boat docks and kayak launches in new development where feasible. Waterside access for boats should be encouraged in new commercial development along the Canal.</p>	CDD	PW	No Action		
Program NH-3.7A	<p><b>Public Boat Launching Facilities.</b> Promote the addition of public boat launching facilities for small non-motorized watercraft such as kayaks at Beach Park and the Montecito Shopping Center.</p>	CDD	PW	Ongoing	DPW staff have determined a suitable Federal Boating Infrastructure Grant Program and will apply in FY 2023/24 after completion of 2022/23 Canal Dredging Project.	Depending on the City Council Goals & Objectives and Park & Recreation Master Plan priorities DPW will explore funding opportunities at a later for public boat launching.

**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-3.7B	<b>Boating Sanitation and Dock Safety.</b> Implement the Vessel Sanitation and Dock Safety provisions of the San Rafael Municipal Code (Chapter 17.40) to protect water quality, ensure adequate equipment for boat sanitation and sewage pump-out facilities.  See also Conservation/Climate Change Element Policy C-3.6 and Programs C-3.6A, -B, and C-3.6B on canal water quality, sanitation, and sewage pump out facilities.	Sanitation	PW	No Action		
Program NH-3.8A	<b>Pump Station Improvements.</b> Improve the appearance or relocate the City's Pump Station at 569 East Francisco Boulevard (near the San Rafael Yacht Harbor).  See also Policies S-3.1 through S-3.9 in the Safety and Resilience Element on Sea Level Rise.	PW		Progress	The Rossi pump station at 569 East Francisco Blvd was reconstructed in 2016.	
Program NH-3.9A	<b>Consideration of General Plan Amendments.</b> Retain the existing Industrial and Light Industrial zoning in the Andersen-Woodland corridor in order to preserve the much-needed industrial base serving both San Rafael and Marin County. In the event General Plan amendments and rezoning are proposed, a comprehensive assessment of impacts on local businesses, relocation options, land use compatibility, and fiscal conditions should be required.	CDD		No Action		
Program NH-3.9B	<b>Industrial Area Design Improvements.</b> Upgrade the condition and appearance of properties as redevelopment or remodeling occurs. When new development and remodels are proposed, consider visual and view impacts on the Bret Harte and Picnic Valley neighborhoods, Highway 101, and adjacent transportation routes. As necessary, apply requirements to screen outdoor storage areas and rooftop mechanical equipment.	CDD		No Action		
Program NH-3.9C	<b>Woodland Avenue.</b> Create a more compatible transition between industrial and residential properties along Woodland Avenue. New or redeveloping industrial properties should minimize the potential for adverse impacts to nearby residential uses. Similarly, new housing on residentially zoned sites should minimize the potential for negative impacts on industrial uses and business operations.	CDD		No Action		
Program NH-3.9D	<b>Andersen Drive.</b> Continue to minimize vehicular access points onto Andersen Drive to maintain maximum traffic flow.	PW	CDD	No Action		
Program NH-3.10A	<b>Francisco Boulevard West Zoning.</b> Maintain zoning regulations for the Francisco Boulevard West corridor that capitalize on the area's freeway frontage. Zoning should be periodically updated to respond to economic and market changes. As the retail environment changes, other uses with positive fiscal benefits should be permitted and encouraged.	CDD		No Action		
Program NH-3.10B	<b>Property Assembly.</b> For properties along Francisco Boulevard West and adjacent side streets where significant redevelopment and upgrading is needed, facilitate cooperative efforts among property owners to assemble and redevelop individual parcels.	ED	CDD	No Action		
Program NH-3.10C	<b>Andersen/Francisco Boulevard West.</b> Facilitate improvement of the older commercial centers around the intersection of Andersen Drive, Francisco Blvd. West, and the southbound Highway 101 on- and off-ramps (Graham and Rice Centers). This could include assistance with lot assembly, substantial upgrading of the properties, and redevelopment with desired uses.	ED	CM, CDD	No Action		

**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-3.11A	<b>Lindero Mixed Use Zoning.</b> Maintain the Lindero Mixed Use Zoning district. Consider potential expansion of this district to the north side of Andersen and west of Irwin Street, extending to Mahon Creek, along with its rebranding as an “Innovation District” that capitalizes on its proximity to Downtown San Rafael and the transit center area.	CDD		No Action		
Program NH-3.12A	<b>Increasing the Affordable Housing Supply.</b> Use the upcoming San Rafael Housing Element and Southeast San Rafael Precise Plan processes to identify specific programs addressing local housing needs.	CDD (Housing)		Progress	The City worked with stakeholders on the 2023 – 2031 Housing Element Update to identify opportunity sites for housing development and specific programs and policies that are responsive to the needs assessment and community feedback. The 43 programs included in the draft Housing Element include affordability by design, funding, air rights development, marketing of opportunity sites, by right development along commercial corridors, ADUs, housing on institutional/religious properties, preservation of at-risk housing, incentives, water and sewer priority, revisions to parking standards, and more.	The City of San Rafael's 2023-2031 Housing Element, adopted by the City Council in May 2023 and certified by HCD in June 2023, identifies opportunity sites for affordable housing development and specific programs and policies responsive to the needs assessment and community feedback. Programs include affordability by design, funding, air rights development on city-owned parcels, marketing of opportunity sites, by right development along commercial corridors, ADUs, housing on institutional/religious properties, preservation of at-risk housing, incentives, water and sewer priority, revisions to parking standards, and more. Staff has met with developers interested in building affordable housing in San Rafael to answer questions regarding potential sites. In December 2023, the City released a Request for Proposals for Development of New Affordable Housing at 519 4th St, a city-owned property.
Program NH-3.13A	<b>Police Substation.</b> Pursue development of a police substation to provide faster, more effective service to the Canal area and Southeast San Rafael.	PD		No Action		
Program NH-3.14A	<b>Bellam/Windward Park.</b> 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.	L&R		Progress		City staff are evaluating a development proposal to build a new park and recreation facility on this land. City staff are completing feasibility studies.
Program NH-3.14B	<b>Community Meeting Space.</b> Meet the need for affordable meeting and activity space, both at the Albert Boro Community Center and through the development 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.  See the Equity, Diversity and Inclusion Element for programs on public facility and infrastructure investment in the Canal. The Precise Plan for Southeast San Rafael should further address these needs.	CDD		No Action		
Program NH-3.15A	<b>Canal Parking Management.</b> Continue to implement measures to manage parking in the Canal, including time-limited parking and enforcement of parking rules. Consider additional measures to balance supply and demand, including shared parking with private businesses, increasing supply, and improving other transportation modes, such as transit and bicycling.	Parking Services		No Action		

**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-3.15B	<p><b>Community Based Transportation Plan (CBTP) Update.</b> Update the Canal CBTP to reflect progress made since completion of the 2006 Plan and address current transportation issues.</p> <p>See also Policy NH-3.22 on the I-580/US 101 interchange.</p>	PW		Progress	<p>The Department of Public Works plans to spearhead a community engagement effort and form a Stakeholder Committee to update the Community Based Transportation Plan (CBTP). The CBTP will be presented to City Council summer of 2022. The City is currently working on adding and enhancing street lights in the Canal. In addition, we have applied for multiple grant funding opportunities.</p>	<p>"The CBTP was presented to City Council in summer of 2022. CBTP Solution # progress listed below.</p> <p>#1. Bridge connection from Canal to 3rd Street: ATP funding secured for feasibility study and design. Anticipated to begin FY 24-25.</p> <p>#2. TAM selected bikeshare vendor. Implementation expected 2024.</p> <p>#3.&amp; 6. &amp; 8. The city received an ATP grant for the Canal transportation experience project (CTEP) which includes lighting, pedestrian and ADA improvements, striping upgrades, transit stop improvements, and bicycle improvements.</p> <p>#4. On Grand Ave between 2nd and 4th Street, project under construction to install Class 4 cycle track. City applied for RCN grant for Bellam bike and ped improvements between 580 and 101. In addition city works with TAM on connector project to advocate for local access improvements on Bellam.</p> <p>#7. The City worked with PG&amp;E to install new light fixtures on existing poles throughout the Canal neighborhood in locations identified by the CBTP. In addition the city has created an undergrounding district along Canal Street. This project will be designed and funded through PG&amp;E using Rule 20A credits. The CTEP project and the Rule 20A includes street lights along Canal Street to replace the joint poles that will be removed. The CTEP includes lighting along the Starkweather path and Pickleweed Park. "</p>
Program NH-3.16A	<p><b>Core Canal Industrial/Office (CCI/O) District.</b> Amend the Core Canal Industrial/Office zoning district to provide more flexibility for neighborhood businesses that are compatible with the existing mix of commercial and industrial activities in this zone. Housing should not be permitted in the CCI/O district.</p>	CDD		No Action		
Program NH-3.17A	<p><b>Public Plaza.</b> Encourage the creation of a public plaza to serve the Canal community. If a site cannot be identified in the Medway-Vivian area, pursue acquisition and improvement of another site nearby. The plaza should be planned and programmed by and for the Canal community, using the Precise Plan process as a starting point.</p>	L&R	CM, CDD	No Action		
Program NH-3.19A	<p><b>Youth and Family Services.</b> Prioritize additional programs for youth and families in the Canal area, including child care and more activities for young people.</p>	L&R		Ongoing	<p>In 2022, the Library and Recreation Department partnered with San Rafael City Schools and Marin YMCA to implement a free afterschool and summer camp program for Canal youth.</p>	<p>In 2023, the Library and Recreation Department continued to partner with San Rafael City Schools and Marin YMCA to implement a free afterschool, school break and summer camp program for Canal youth. The City cosponsored eight ongoing programs at the Boro Community Center, including the Canal Football Club in conjunction with the Marin Football Club and Canal Alliance. The Library partnered with Trips for Kids Marin to host weekly summer bike rides for Canal neighborhood children to learn how to bike safely and maintain their bikes. The Pickleweed Advisory Committee cosponsored eight ongoing programs supporting San Rafael/Canal residents ranging from infants to older adults, waiving a total of \$107,380 of fees. The Recreation Division continued to work with contract instructors and organizations interested in offering programs at a reduced rate, and continued to implement a Scholarship Program for residents that demonstrate financial need.</p>
Program NH-3.21A	<p><b>Sea Level Rise Adaptation.</b> Engage the Spinnaker Point/Baypoint Lagoons community in sea level rise adaptation, odor mitigation, and flood control efforts.</p>	Sustainability		Progress		<p>These neighborhoods will be engaged as part of the larger sea level rise adaptation planning project that is underway.</p>

**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-3.21B	<b>Parking Spillover.</b> Continue efforts to manage parking on neighborhood streets. Ensure that new development in the vicinity of Spinnaker/Baypoint includes provisions to meet parking demand without worsening existing shortages (see also Program NH-3.15A).	Parking Services	PW	Ongoing	Ongoing project involving representatives from the ESR community as well as city staff.  Staff are working on Windward Parking Improvements currently and will hope to implement few changes by Summer 2023.	Due to financial and logistics concerns, Windward way project was not implemented. A pilot project to allow parking after hours at Bahia Vista elementary school was implemented in partnership with the San Rafael School District for the summer but was not renewed by the School District. Lighting improvements were implemented at Windward Way to encourage parking. Ts & Ls striping implemented in Spinnaker/Baypoint neighborhood. Parking limit signs in the commercial/industrial area changed to allow overnight parking on weekends.
Program NH-3.22A	<b>Interchange Improvement Process.</b> Ensure local participation and advocacy in planning, design, and environmental review for the 101/580 interchange. The project should include mitigation measures that facilitate local access and circulation in Southeast San Rafael, and benefit all modes of travel, including bicycles, pedestrians, and transit. Expansion of the project scope should be considered so it includes the segment of I-580 between US 101 and the Richmond-San Rafael Bridge as well as safety and functional requirements to improve access to Bellam Boulevard and other major thoroughfares in Southeast San Rafael.	PW		Progress	The non-profit Resilient Shore approached the Transportation Authority of Marin (TAM) with a proposed interchange concept on I-580 between Bellam Boulevard and the Richmond-San Rafael (RSR) Bridge. Resilient Shore stated that the purpose of this new interchange would be to provide additional access to I-580 for the Canal Neighborhood and East San Rafael, relieve traffic congestion on Bellam Boulevard, provide an additional connection to Andersen Drive and areas south of I-580, and provide an additional evacuation route in an emergency scenario such as a flood event exacerbated by sea level rise.  TAM performed a Proof of Concept analysis for the proposed interchange concept and will present the results of the study including potential right of way, environmental and visual impacts, likelihood of approval by Caltrans and Federal Highway Administration (FHWA) and estimate of cost. The study does not include a detailed traffic analysis or an evaluation of different interchange alternatives but includes an assessment of various challenges and issues that would need to be overcome to support a new interchange along I-580 in San Rafael, regardless of the type of interchange.  The City has submitted a One Bay Area Grant (OBAG 3) planning application for the Priority Development Area (PDA) for the Canal neighborhood to create a precise plan. The PDA would include evaluation of housing opportunities, access and infrastructure projects which could include a discussion on an overcrossing or interchange.	"The City has received a One Bay Area Grant (OBAG 3) planning grant for the Priority Development Area (PDA) for the Canal neighborhood to create a precise plan. The PDA would include evaluation of housing opportunities, access and infrastructure projects which could include a discussion on an overcrossing or interchange. The City continues to collaborate with Transportation Authority of Marin (TAM) on local access improvements on Bellam to be included in the larger project as well as the early implementation of bike and pedestrian improvements.
Program NH-3.24A	<b>Canalways Conservation and Development Plan.</b> 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.	PW	CDD, Sustainability	Progress	A priority development area (PDA) study will be conducted for SE San Rafael/Canal Area with funding from One Bay Area Grant Cycle 3 (OBAG 3).	A priority development area (PDA) study will be conducted for SE San Rafael/Canal Area with funding from One Bay Area Grant Cycle 3 (OBAG 3).
Program NH-4.2A	<b>North San Rafael Town Center Plan.</b> Pursue funding to prepare a more detailed plan for the North San Rafael Town Center area (such as a precise plan or a specific plan), including Northgate Mall and commercial properties in the vicinity. The plan shall include a community-driven process that fully engages property owners, business owners, community residents, and government agencies. It should update the 1997 vision and identify strategies to strengthen the Town Center as a community gathering place, while recognizing market conditions, retail and office trends, housing needs, transportation and infrastructure capacity, and the potential for off-site impacts.  See also Program LU-3.1A on the North San Rafael Town Center Community Plan, as well as policies in the Land Use, Community Design, and Noise Elements on land use compatibility.	ED	CDD	No Action		The City was awarded grant funds for the community outreach and creation of a Northgate PDA. The grant award activities have been delayed do to staffing constraints. Activities are anticipated in 2024.



**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-4.2B	<b>Outdoor Gathering Places.</b> 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.	CDD	PW, L&R	Progress	On October 3, 2022, City Council adopted Ordinance 2016 and adopt a resolution approving the Streetary Program Design and Development Standards (“Standards”) and fees under Chapter 11.70 of the San Rafael Municipal Code (“SRMC”) – “Streetaries” Outdoor Eating Areas. The goal of the program is to maintain the economic vitalization gained by the existing streetaries while strengthening safety standards, creating consistent design aesthetic, and ensuring fairness in the way that the public right-of-way is being used.	
Program NH-4.2C	<b>Incentives.</b> Provide development incentives to attract desired uses to the Town Center, including retail, office, housing, and community services. Allow a height bonus of two stories (24 feet) for affordable housing.	CDD		Progress		In 2023 The CDD staff continue to meet with a master developer to redesign the Town Center.
Program NH-4.2D	<b>Farmers Market.</b> Consider a partnership with the Agricultural Institute of Marin (AIM) to bring the Farmers Market to the Town Center as a permanent feature, as feasible.	ED	L&R	Progress	The Economic Department and the Business Improvement District have an ongoing dialogue with AIM leadership.	AIM has re-established a downtown farmer’s market operating in the summer months. AIM also operates a farmer’s market at the Marin County Civic Center.
Program NH-4.3A	<b>Pedestrian-Friendly Design.</b> Provide design guidance through the Town Center planning process. One of the objectives of this process should be to give the area a stronger pedestrian feel and improve its walkability, including landscaped walkways and improved connectivity to surrounding neighborhoods.	CDD	PW	Progress		CDD staff continue to meet with a master developer to redesign the Town Center and increase walkability throughout site. The City has reviewed planning application submittals for the Northgate development while keeping in mind the general plan and bike and pedestrian master plan projects.
Program NH-4.4A	<b>Promenade and Other Improvements.</b> Use the development review and capital improvement program process to complete the North San Rafael Promenade through the Town Center. Considerations include:  a. Routing of the Promenade to include safer crossings from the Civic Center and along Freitas Parkway. Consistent with the 2013 Station Area Plan and more recent community input, this also includes long-term improvements along Merrydale (on the east side of Mt. Olivet Cemetery) and through the Northgate III site in the event that site is redeveloped. b. Implementing Bicycle and Pedestrian Master Plan (2018) improvements through the Town Center area, including increased availability of bicycle racks. c. Increasing public transit to and from the Town Center and making it safer and easier to access bus stops. This includes possible shuttle service to Civic Center station. d. Implementing traffic calming on parking lot access roads, and redesigning traffic flow to minimize conflict between vehicles, bicycles, and pedestrians. e. Designing any new parking structures to provide safe pedestrian access and reduced traffic conflicts.	PW	CDD	Progress	The Department of Public Works continued to work with a consultant on 30% design on the Merrydale from Northgate to SMART to improve the pedestrian and bicycle experience.	
Program NH-4.4B	<b>Improved Entrance to the Mall.</b> Support redesign of intersections along Las Gallinas, Northgate Drive, Del Presidio, and Merrydale to improve traffic flow and improve safety for pedestrians and bicyclists. Support realignment of driveways along Las Gallinas to form safer intersections and pedestrian crossings.  See also Mobility Element Policy M-2.5 on Level of Service standards for road segments and intersections in the North San Rafael Town Center vicinity, including requirements for traffic studies. The standards reflect anticipated future traffic volumes and will provide the basis for future improvements to ensure safe and adequate access.	PW		Ongoing	We have been attending meetings with developer to review/discuss about intersection, pedestrian, and bicycle improvements.	The City has reviewed planning application submittals for the Northgate development while keeping in mind the general plan and bike and pedestrian master plan projects.

**NEIGHBORHOODS ELEMENT**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program NH-4.5A	<b>Eichler-Alliance Overlay.</b> Continue to enforce provisions of the Eichler-Alliance Overlay District, including height limits and design review requirements for most roof modifications. Consider preparation of design guidelines to preserve the characteristic features of these homes, and possible expansion of the Overlay District to include additional homes with similar features	CDD		Ongoing	When the Planning Division received applications for residential property improvements located in the Eichler-Alliance Overlay District, the Planning Division continued to enforce provisions of the Eichler-Alliance Overlay District through development review such as regulating proposed height increases.	When the Planning Division received applications for residential property improvements located in the Eichler-Alliance Overlay District, the Planning Division continued to enforce provisions of the Eichler-Alliance Overlay District through development review such as regulating proposed height increases.
Program NH-4.6A	<b>Shopping Center Improvements.</b> Work with the property owners, tenants, and neighborhood residents to achieve the following objectives: a) Retention of popular local businesses, such as Scotty’s Market. b) A pedestrian-oriented plaza with shade trees, outdoor seating, and outdoor dining. c) Coordinated, refreshed entry signage at Freitas and Del Ganado. d) A limited amount of housing, including smaller and affordable units that would provide opportunities for seniors and local employees while not intruding on the surrounding lower density neighborhood.	ED	PW, CDD, FIRE	No Action		
Program NH-4.7A	<b>Community Improvements.</b> 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 c) Upgraded pocket parks along Freitas Parkway (Arbor, Munson, and Hillview), linked to a broader effort to restore Gallinas Creek (see next policy) d) Retention of the Kaiser Permanente Medical Center, including improvements to address traffic and parking 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 (see NH-4.8A(a) below).  See also Policy NSR-2 on the Northgate Branch Library	CM	L&R, PW	Progress		In 2023, the City adopted and launched a Master Planning process for the Terra Linda Community Center and Park to identify opportunities to modernize the Community Center, address deficiencies in the park, and increase recreational capacity of the site. The City has selected a consultant to lead the planning process, which is scheduled to be completed in 2024.

**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-4.8A	<p><b>Beautification and Restoration Projects.</b> Pursue the following beautification and restoration projects in Terra Linda:</p> <ul style="list-style-type: none"> <li>a) Undergrounding of utilities along Freitas Parkway and Del Ganado Road</li> <li>b) Additional landscaping and street trees</li> <li>c) Restoring the hydrologic function of Santa Margarita Creek, including possible removal of the concrete channel bottom and expansion of planting area for successful tree planting. An expanded tree canopy will help to lower water temperatures and protect water quality</li> <li>d) Restoration of Las Gallinas Creek</li> <li>e) Daylighting of creeks and drainageways in other locations wherever feasible.</li> </ul> <p>Creek restoration projects should be designed to restore a more natural hydrologic flow, stabilize creek beds, increase stormwater absorption, improve riparian habitat and water quality, maintain storm drainage capabilities, and avoid flooding. Opportunities to combine creek restoration, utility, and promenade projects for funding purposes are strongly encouraged, and will make projects more competitive in the grant application process.</p>	PW		No Action		
Program NH-4.10A	<p><b>Station Area Plan Implementation.</b> Consider additional development opportunities along Merrydale Road consistent with the land use recommendations of the Civic Center Station Area Plan (2012). Existing height limits should be maintained at currently allowed levels. Any project in this vicinity should reflect traffic, water, and sewer capacity and emergency vehicle access constraints and be compatible with neighborhood character.</p>	PW	CDD	No Action		
Program NH-4.10B	<p><b>Pedestrian and Bicycle Access to the Station.</b> Develop an ADA compatible path on the south side of the SMART rail line to connect Merrydale Road with Civic Center Drive (east of 101). Implement other access and circulation recommendations as called for by the Civic Center Station Area Plan (2013) to improve pedestrian and bicycle access to the station and nearby destinations, including a safe pedestrian/bicycle crossing of the tracks between the north and south segments of Merrydale.</p>	PW		No Action		The city applied for a federal earmark for the path on the South side of the SMART rail to connect Civic Center and Merrydale. The City made it on Senator Padilla's list, but the project did not make it into the federal budget. In addition the city applied for a RCN grant for this path and should hear about funding in early 2024.
Program NH-4.10C	<p><b>Merrydale/Southbound 101 Improvements.</b> Consistent with the Station Area Plan, pursue improvements to the Southbound 101 on and off ramps at Merrydale.</p>	PW		No Action		
Program NH-4.11A	<p><b>Zoning.</b> Ensure that zoning for the Northgate Business Park area protects the viability of industrial uses while adapting to new uses and trends in production, distribution, repair, and sales. Parcels with "Office" zoning along Redwood Highway may be considered for other uses, including live-work and multi-family housing, provided these uses are compatible with adjacent activities.</p>	CDD		No Action		
Program NH-4.11B	<p><b>Access to Civic Center Station.</b> Improve access to the Civic Center SMART station from this area, potentially including shuttle service along Redwood Highway and additional pathways as recommended by the 2013 Station Area Plan.</p> <p>See also Program NH-4.18A on Gallinas Creek and marsh protection in this area</p>	PW		No Action		
Program NH-4.12A	<p><b>Design and Landscaping.</b> Upgrade building design and landscaping through new construction and remodeling projects, particularly along Redwood Highway. Evaluate the design of projects, including views from Highway 101, with particular attention paid to rooftop equipment and screening of mechanical equipment.</p>	CDD	PW	No Action		

**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-4.12B	<b>Pedestrian Safety.</b> Improve pedestrian and bicycle safety along Redwood Highway with improved sidewalks, bike amenities, and landscaping.	PW		No Action		
Program NH-4.14A	<b>Civic Center Design.</b> Monitor, review and comment on County development at and around the Civic Center. Encourage the County to go through a design review process and involve the North San Rafael community in the evaluation and review of proposed changes at the Civic Center. Request that the County provide sufficient opportunity for review of major development proposals at the Civic Center by the Design Review Board, Planning Commission and City Council.	CDD		No Action		
Program NH-4.15B	<b>Station Area Plan.</b> Implement the recommendations prescribed in the Civic Center Station Area Plan (See text box on next page). Continue to evaluate parking needs and develop plans to avoid adverse effects of parking on neighborhoods.	PW	CDD	No Action		The City received an OBAG 3 planning grant to create a precise plan for the PDA around Northgate. The city anticipates RFP for consultant in early 2024.
Program NH-4.16A	<b>Bicycle and Pedestrian Improvements.</b> Pursue improvements consistent with the Bicycle and Pedestrian Master Plan and the North San Rafael Vision Promenade Plan to improve pedestrian and bicycle safety, including:  a) Completion of the southern segment of the North San Rafael Promenade to Civic Center Drive, consistent with community input b) Lighting and sidewalks on both sides of Civic Center Drive between the Civic Center and the Merrydale overcrossing c) Extension of the McInnis Parkway side path across the south fork of Gallinas Creek, providing a trail connection to McInnis Park in the SMART right-of-way while protecting creek and marsh habitat d) Bicycle and pedestrian safety improvements on North San Pedro Road between Los Ranchitos Road and Civic Center Drive e) Working with Golden Gate Transit to provide for safer bus pad locations and design along Highway 101.	PW		Ongoing	DPW has met with several community members and initiated a public lighting project with Marin County and PGE to increase bicycle and pedestrian safety in East San Rafael Canal neighborhood.	The City is working with the Northgate developer and affordable housing groups to find funding for projects listed in the Bike and Pedestrian Master Plan.
Program NH-4.17A	<b>San Rafael Airport.</b> As needed, require improvements consistent with this policy through the development review process.	CDD	PW, FIRE	Ongoing	Multiple departments continued to utilize the development review process to ensure that required improvements were consistent with retaining "Airport/Recreation." The Fire Department plan to continue to coordinate with other City departments to ensure codes relating to fire protection and life safety are met.	Fire: Completed. Airport recreation facility is completed and occupied.  Multiple departments continued to utilize the development review process to ensure that required improvements were consistent with retaining "Airport/Recreation." The Fire Department plan to continue to coordinate with other City departments to ensure codes relating to fire protection and life safety are met.
Program NH-4.18A	<b>Wetland Management.</b> Support efforts to:  a) Conserve and enhance the McInnis Marsh wetlands, including sea level rise adaptation projects b) Maintain Smith Ranch Pond, including removal of exotic plants, habitat enhancement, and potentially adding a public observation area c) Restore and enhance the North and South Forks of Gallinas Creek, including the marshland area south of Contempo Marin and east of Northgate Business Park. d) Monitor for presence of Ridgway's Rail along the North Fork.	Sustainability		Ongoing		The County continues to advance the design of the restoration and adaptation project at McInnis Marsh wetlands.

**NEIGHBORHOODS ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program NH-5.1A	<b>Hazard Mitigation.</b> Implement programs to improve the resilience of the San Pedro Peninsula to natural hazards, including: a) Reinforcing the shoreline to reduce flooding and sea level rise hazards and explore other mitigations. b) Managing wildfire hazards, particularly through vegetation management on hillside open space, replacement of hazardous trees with native species when possible, and coordination with the State and other open space stewards to reduce hazards in China Camp State Park and McNear Beach. c) Working with utility operators to ensure a reliable power supply and telecommunication services at all times (i.e, before, during, and after an emergency). d) Continuing emergency preparedness efforts, including evacuation procedures and identification of short-term and longer-term shelter locations, medical services, and supplies. e) Identification of alternate emergency evacuation routes via China Camp and North San Pedro Road. f) Support for micro-grids to improve the reliability and sustainability of electrical service and minimize the impacts of outages. g) Innovative solutions to flooding and sea level rise, such as creation of artificial beaches, reworking rip rap to attenuate wave energy, and improving the promenade west of the McNear Brickyard, among others.	FIRE	Sustainability	Ongoing	The City applied for multiple grants to address sea level rise and flooding. Extensive work has been completed to reduce wildfire risk in the area with additional projects planned. Multiple presentations drills have occurred, and collaboration will continue in the San Pedro Disaster Coalition and other community groups.	Sea level rise adaptation measures will be explored for this area as part of the larger sea level rise adaptation planning project including conventional and innovative solutions to minimize flooding risks. A presentation was made to the San Pedro Road Coalition to discuss this planning opportunity.
Program NH-5.1B	<b>Community Center.</b> 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.	L&R		No Action		
Program NH-5.1C	<b>Wetlands.</b> Explore forward-thinking and sustainable ways to maintain and improve the vitality of the wetlands along the Peninsula shoreline. Work cooperatively with the County to manage wetlands in the unincorporated area.	Sustainability		No Action		Wetlands restoration and complimentary nature-based adaptation measures will be evaluated as part of the larger sea level rise adaptation planning process that is on-going.
Program NH-5.2A	<b>Point San Pedro Road Improvements.</b> Continue efforts to maintain Point San Pedro Road as a vital community lifeline. This should include long-term plans to raise the road elevation and increase the height of the rock wall along the shoreline. It should also include maintaining traffic capacity and flow, exploring opportunities for public transit, reducing vehicle noise through special pavement, providing safer conditions for bicyclists and pedestrians, ensuring emergency vehicle access, and maintaining the median and roadside areas.	PW		Progress	In 2022, a sidewalk project was completed to improve a portion of Point San Pedro Road between Peacock Drive and Riviera Drive.	With Fire Station completed, roadway thermoplastic striping has been restored for bike and roadway lanes.
Program NH-5.3A	<b>Environmental Quality Improvements.</b> 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.	PW		Progress		In 2023 the Parks and Recreation Master Plan was adopted by the City Council. This plan identifies priorities related to the parks and community centers in the city.

**NEIGHBORHOODS ELEMENT**

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Program NH-5.4A	<p><b>Completion of Village Improvements.</b> Pursue timely completion of the Village at Loch Lomond Marina project consistent with approved plans, as amended. This should include:</p> <ul style="list-style-type: none"> <li>a) Completion of the remaining residential units and mixed-use building.</li> <li>b) Construction of the Harbormasters office, boat repair facility, fuel storage and pumping facility/fuel dock, and reskinning of the yacht club building.</li> <li>c) Completion of recreational improvements, including a kayak dock and launch ramp and public access improvements in the center plaza.</li> <li>d) Flood-related repair work to previously completed areas and further measures to reduce flooding during peak storm events and king tides.</li> <li>e) Completion of the pedestrian access path.</li> <li>f) Off-site road and utility improvements along Point San Pedro Road.</li> <li>g) Installation of a bird viewing area and interpretive signage.</li> </ul>	CDD		Ongoing	In 2022, Phase II of "The Strand" and Mixed-Use Building were underway. The kayak launch was installed and ongoing work related to off-site and other improvements occurred.	Staff continued to meet with the development team for the Village at Loch Lomond to facilitate the completion of these improvements.
Program NH-5.4B	<p><b>Parking and Traffic Studies.</b> Consistent with the conditions of approval, monitor traffic and parking conditions at Loch Lomond Marina. A traffic and parking study should be done within one year of completion of the project as required under the permits to determine the need to retain areas currently reserved for future parking.</p>	CDD		No Action		
Program NH-5.4C	<p><b>Common Area Maintenance.</b> Continue to maintain publicly-accessible parks, shoreline areas, and a marina green through a community facilities (Mello-Roos) district.</p>	PW		Ongoing	Department of Public Works continues to maintain publicly- accessible common areas in two community facilities districts and two landscape and lighting districts in the City.	Department of Public Works continues to maintain publicly- accessible common areas in two community facilities districts and two landscape and lighting districts in the City.
Program NH-5.4D	<p><b>Community Engagement.</b> Continue to engage the community, including representatives of nearby homeowner and neighborhood associations, in the review of progress and resolution of issues related to the Village development and Marina operations.</p>	CDD		Ongoing	In 2022, monthly oversight meetings took place to keep HOAs apprised on work within the Marina.	Staff continued to meet with representatives of nearby homeowner and neighborhood associations, in the review and progress and resolution of issues relate to the Village development and Marina operations.
Program NH-5.4E	<p><b>Coordination with Regulatory Agencies.</b> Continue coordination of project- related activities with natural resource agencies, including the Bay Conservation and Development Commission, the US Fish and Wildlife Service, and other agencies with responsibility for the Bay and wetland areas.</p>	PW	CDD	Ongoing	Department of Public Works coordinated with Marin County Flood Control and Water Conservation District to explore and retain all permits associated with vegetation management maintenance and debris removal within all drainage and waterways in City boundaries.	
Program NH-5.5A	<p><b>Disaster Preparedness.</b> Continue efforts to improve disaster preparedness and reduce hazards, including a fire break along the ridgeline above Loch Lomond Highlands, continued maintenance of storm drainage facilities, and adaptation to sea level rise along San Rafael Bay and the San Rafael Creek shoreline.</p>	FIRE		Ongoing	The Fire Department completed initial fuel reduction work with more planned. Staff continued to seek funding for sea level rise projects.	
Program NH-5.6A	<p><b>Quarry Impacts.</b> Seek ongoing input into County activities, land use entitlements, and negotiations with Quarry operator that might reduce impacts on City infrastructure or properties in the City of San Rafael. The City will support Best Management Practices for Quarry operations, including air quality testing, water quality monitoring and improvements, and runoff controls that reflect the latest technology and scientific methods. The City will further promote joint City-County and Quarry operator efforts to address flooding and sea level rise, pedestrian and bicycle safety, wetlands restoration, and noise mitigation.</p>	PW		No Action		

**NEIGHBORHOODS ELEMENT**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program NH-5.6B	<p><b>Environmental Review.</b> If and when the Quarry applies for modifications to its existing Operating Permit, participate in discussions to ensure that:</p> <ul style="list-style-type: none"> <li>a) Potential environmental impacts and hazards are minimized.</li> <li>b) Public health, safety and quality of life are protected.</li> <li>c) Traffic and noise impacts are addressed, particularly impacts on Point San Pedro Road.</li> <li>d) Future costs associated with reclamation, such as long-term environmental restoration and infrastructure repair, are objectively evaluated and considered in decisions about future Quarry operations.</li> <li>e) With input from residents, confirm that Quarry operations and any proposed Operating Permit changes do not violate, and are in conformance with, applicable court orders and non-conforming use restrictions.</li> </ul>	CDD	PW	No Action		
Program NH-5.7A	<p><b>Quarry Planning.</b> Participate, through the County of Marin, in any revisions to the San Rafael Rock Quarry Reclamation Plan, which should form the basis for decisions about future land uses and possible annexation.</p>	CDD	PW	No Action		
Program NH-5.7B	<p><b>Shoreline Use.</b> 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.</p>	CDD	Sustainability	No Action		

COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program CDP-1.3A	<b>Hillside Residential Design Guidelines.</b> Continue to implement hillside residential design guidelines through the design review process, as well as larger lot size requirements for hillside areas where there are access limitations or natural hazards. Update the design guidelines as needed.	CDD		Ongoing	When the Planning Division received applications for residential development on the hillside, the Planning Division enforced all objective standards within the San Rafael Municipal Code and Hillside Residential Design Guidelines through the development review process.	When the Planning Division received applications for residential development on the hillside, the Planning Division enforced all objective standards within the San Rafael Municipal Code and Hillside Residential Design Guidelines through the development review process.
Program CDP-1.3B	<b>Hillside Lot Consolidation.</b> Where feasible, consolidate small, nonconforming hillside lots in areas with slope and emergency vehicle access constraints into larger, conforming parcels. Apply hillside development standards in the event such lots are developed to ensure that construction is compatible with the neighborhood development pattern.  See the Conservation/Climate; Safety/Resilience; and Parks, Recreation, and Open Space Elements for additional policies on hillside management, landslide hazard reduction, wildfire prevention, and related topics.	CDD		Ongoing	When the Planning Division received applications for consolidation of small lots on a hillside, the Planning Division continued to encourage consolidation of small nonconforming hillside lots with slope and emergency vehicle access constraints into larger, conforming parcels. In 2022, staff reviewed the proposed consolidation of four small lots (Project #s PLAN21-014 & PLAN21-015, APNs 011-031-44 – 47) on a hillside on a narrow street on Coleman Drive, into two larger lots.	When the Planning Division received applications for consolidation of small lots on a hillside, the Planning Division continued to encourage consolidation of small nonconforming hillside lots with slope and emergency vehicle access constraints into larger, conforming parcels. In 2022, staff reviewed the proposed consolidation of four small lots (Project #s PLAN21-014 & PLAN21-015, APNs 011-031-44 – 47) on a hillside on a narrow street on Coleman Drive, into two larger lots.
Program CDP-1.4A	<b>Canalfront Design Plan.</b> Implement the Canalfront Conceptual Design Plan (2009) recommendations. Development near the shoreline should maximize views to the water and public access to the shoreline.	CDD	PW	Progress	DPW initiated Canal Dredging Project in 2022 which will facilitate further investment and development of a continuous pathway along the Canal waterfront.	DPW completed the City's portion of dredging operations in February 2023. Although the construction phase of the project has ceased, DPW Staff will continue to work on permitting, surveying, sediment testing and reporting aspects of the project in the coming months. As part of the umbrella permitting effort, DPW will also administer permits to private parcel owners who elected to not dredge in this year's project.
Program CDP-1.4B	<b>Canal Promenade.</b> Pursue development of a continuous pathway or promenade along the Canal waterfront.	PW	CDD	Ongoing	DPW initiated Canal Dredging Project in 2022 which will facilitate further investment and development of a continuous pathway along the Canal waterfront.	City continues to work with contractor on these improvements
Program CDP-1.5A	<b>Evaluating View Impacts.</b> Consider the impact of proposed development on views, especially views of Mt Tamalpais and nearby ridgelines. Where feasible, new development should frame views of ridges and mountains and minimize reduction of views, privacy, and solar access.	CDD		Ongoing	The Planning Division continued to consider the impact of proposed development on views through the development review process.	The Planning Division continued to consider the impact of proposed development on views through the development review process.
Program CDP-1.5B	<b>Guidance on View Protection.</b> Establish clearer, more objective City guidelines and standards on view protection, privacy, and solar access for new development, additions, and alterations.	CDD		No Action		
Program CDP-1.5C	<b>Downtown Height Profile.</b> Develop zoning and design tools that encourage both continuity and variation in building heights, along with improved solar access and interesting roof elements such as domes, cupolas, and corner towers. Views of Downtown should be accented by memorable building elements, rather than a flat profile of buildings of uniform height.	CDD		Ongoing	Through the development review process the Planning Division continued to implement the Downtown San Rafael Precise Plan and Form-Based Code which includes a section on Building Height and Transitions.  (The City adopted a Downtown Precise Plan in 2021.)	"Through the development review process the Planning Division continued to implement the Downtown San Rafael Precise Plan and Form-Based Code which includes a section on Building Height and Transitions.  (The City adopted a Downtown Precise Plan in 2021.)"
Program CDP-2.1A	<b>Place Types.</b> Identify "place types" in the city that establish defining characteristics and provide the basis for objective design standards. Design standards for each place type should support housing production and commercial development that is	CDD		No Action		
Program CDP-2.1B	<b>Design Guidance.</b> Use precise plans, specific plans, and similar tools to establish a design vision for different parts of the city, and to identify desired improvements.  See also Policy NH-4.2 on the vision for the North San Rafael Town Center	CDD		Ongoing	The Planning Division continued to use precise plans, specific plans, and similar tools to establish a design vision for different parts of the city, and to identify desired improvements.	The Planning Division continued to use precise plans, specific plans, and similar tools to establish a design vision for different parts of the city, and to identify desired improvements.



**COMMUNITY DESIGN PRESERVATION**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program CDP-2.2A	<b>Downtown Precise Plan.</b> Implement the design recommendations and standards of the Downtown Precise Plan, including public improvements.	CDD		Ongoing	City staff continued to implement the Downtown Precise Plan and Form Based Code through the development review process when applications for project located in Downtown were received. For example, staff received a 119-Unit multi-family SB330 application located at 703 3rd Street and provided the applicant with development standards of the Downtown Precise Plan.	City staff continued to implement the Downtown Precise Plan and Form Based Code through the development review process when applications for project located in Downtown were received. For example, staff received a 119-Unit multi-family SB330 application located at 703 3rd Street and provided the applicant with development standards of the Downtown Precise Plan.
Program CDP-2.3A	<b>Code Enforcement.</b> Maintain code enforcement and nuisance abatement programs to address litter, illegal dumping, unlawful storage, and property maintenance issues.	CDD (Code Enforcement)		Ongoing	Code Enforcement and Sustainability collaborate on an ongoing basis on outreach and enforcement regarding illegal dumping, including reviewing data and strategizing on how to proactively prevent and address illegal dumping.	Code Enforcement and Sustainability collaborate on an ongoing basis on outreach and enforcement regarding illegal dumping, including reviewing data and strategizing on how to proactively prevent and address illegal dumping.
Program CDP-2.3B	<b>Educational Materials.</b> Continue to provide programs and educational materials to inform property owners about property maintenance requirements, and sanitation, health, and safety	CDD		Ongoing	In 2022, the Code Enforcement Division of the Community Development Department updated the Periodic Housing Inspection Program Handout which including's information regarding property	
Program CDP-2.4A	<b>Streetscape Guidelines.</b> Develop general streetscape guidelines for residential arterials, auto-oriented commercial streets, pedestrian streets, and other types of streets in the city. Include site-specific recommendations for individual corridors when	PW		No Action		
Program CDP-2.4B	<b>Right-of-Way Landscaping.</b> Encourage Caltrans to install and maintain landscaping along Highway 101 and Interstate 580.	PW		No Action		
Program CDP-2.4C	<b>Highway 101 Crossings.</b> Promote public art, restoration of Irwin Creek, better lighting, and other improvements beneath the Downtown Highway 101 viaduct to better connect the east and west sides of the freeway and make the area more hospitable to pedestrians and cyclists. Consider similar improvements in North San Rafael as part of the future PDA planning process, including the Merrydale Promenade connector near the Civic Center Station.	CM	PW	Ongoing		"The City continues to collaborate with Caltrans on a mobility hub under Highway 101 downtown.  For the PDA planning process, the city anticipates releasing a RFP for consultant in early 2024. "
Program CDP-2.5A	<b>Commercial and Industrial Beautification.</b> Where feasible, develop and implement urban design improvements such as street trees, sidewalks, lighting, landscaping, and signage, in commercial and industrial areas through the development review process, capital improvement program, and similar means.	PW	CDD	Ongoing	DPW initiated a Canal Community Lighting Project in 2022 intended to increase safety, pedestrian access and visibility in the industrial area of East San Rafael.	The Third Street Rehabilitation project added street trees, improved sidewalks, added lighting, and signage along Third Street through Downtown.
Program CDP-2.6A	<b>Gateway Improvements.</b> Evaluate each gateway shown on Figure 5-2 to develop recommendations for architecture, landscape design, public art, and signage. Prioritize the recommendations and include appropriate improvements in the City's Capital Improvements Program.	PW	CDD	No Action		As part of the 2nd/4th Street project, PW is currently in the design phase which includes updating the gateway sign at this location.
Program CDP-2.6B	<b>Neighborhood and District Gateways.</b> Support landscaping, signage, and design improvements at neighborhood and business district entry points. Evaluate opportunities for gateway improvements in private development where appropriate.	PW	L&R, CM	Ongoing	DPW assisted with the creation of Arbor Park public art project, which launched in 2022. Arbor Park contains three large stone exhibits a sitting area and lighting and is located at a neighborhood entry point in the Terra Linda neighborhood.	Continue to process and support inquiries for neighborhood entry point signage and landscaping. In 2023, the Gerstle Park and Loch Lomond neighborhoods inquired about entry signage and landscaping work which the City supported and is assisting with.
Program CDP-3.1A	<b>Activation of Public Space.</b> Encourage activities such as farmers markets and performances in public spaces to enhance their usefulness and role as community gathering space.	L&R		No Action		In 2023, the City sponsored four Movies In The Parks events (Gerstle Park, Peacock Gap Park, Terra Linda Park, and Pickleweed Park). The L&R Department attended and supported the Gerstle Park Porchfest special event, and co-sponsored the Dia De Los Muertos Celebration throughout San Rafael.

**COMMUNITY DESIGN PRESERVATION**

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Program CDP-3.1B	<b>Solar Access for Public Space.</b> Explore potential sun and shading standards for select public and quasi-public spaces.	CDD		No Action		
Program CDP-3.1C	<b>Universal Design.</b> Incorporate the concept of universal design in the design of public space, so that persons of all physical abilities can safely and comfortably use city streets and civic places.	CDD		No Action		
Program CDP-3.1D	<b>Alleys.</b> Improve Downtown alleys so they become more functional, economically productive and activated public spaces.	PW	CDD, ED	No Action		
Program CDP-3.1E	<b>North San Rafael Improvements.</b> Encourage and incentivize the development of public art, publicly accessible plazas, and other activated spaces in new and redeveloped projects in North San Rafael, especially in the Northgate Mall/North San Rafael Town Center area.	CM	CDD	No Action		
Program CDP-3.2A	<b>Right-of-Way Encroachments.</b> Continue to refine City standards for encroachments into the public right of way for features such as sidewalk dining, parklets, awnings, and temporary signage.	PW	ED	Ongoing	In 2022, the San Rafael City Council adopted uniform 'Streetary' design, construction and Maintenance standards for parklets located within the City's right of way. These uniform guidelines replaced emergency guidelines implemented in 2020.	PW and ED continue to work with businesses on streetary and other outdoor dining options downtown.
Program CDP-3.2B	<b>Arts Partnerships.</b> Explore opportunities to engage the local arts community in the design of public realm improvements, including public art, painting of utility boxes, murals, and similar improvements.  See the Arts and Culture Element for public art policies and the Community Services and Infrastructure Element for Green	L&R	CDD	Ongoing	On May 16, 2022, City Council adopted a resolution approving the formation of the Public Art Review Board to facilitate public art.	In 2023, the City entered into an agreement with the California Arts Council to act as the fiscal sponsor for a \$676,000 grant award to the Downtown San Rafael Art District. The Public Art Review Board approved two new public art installations, and nine (9) art exhibits at the Falkirk Cultural Center. City staff continue to work with community partners and stakeholders to support the local arts community.
Program CDP-3.4A	<b>Landscape Stewardship.</b> Encourage partnerships with neighborhoods and civic organizations to maintain and improve the city's landscaped areas.	PW		Progress	In 2022, landscape improvements were made to the medians on Spinnaker Point based on feedback from the neighborhood.	In 2023, landscape improvements were made the Bellam Blvd medians based on feedback from the neighborhood. Public Works intends to landscape the medians on Kerner in the beginning of 2024.
Program CDP-3.5A	<b>Street Tree Master Plan.</b> Develop a comprehensive citywide Street Tree Master Plan. The Plan should address street tree planting, species selection, maintenance, replacement, diversification, wood utilization, and tree waste recycling and should ensure that trees are appropriate for the planting areas where they are located.	PW		Ongoing	In 2022, DPW staff initiated community meetings and have sought outside consultation for an update to the City's municipal code regarding street trees, including the potential to create and maintain a Street Tree Master Plan.	DPW staff is working with a consultant on creating a street tree inventory. This is the first step that the city is working on.
Program CDP-3.5B	<b>Street Tree Inventory.</b> Create an inventory of City street trees, using volunteers to the greatest extent feasible.	PW		Ongoing	In 2022, DPW staff initiated community meetings and have sought outside consultation for an update to the City's municipal code regarding street trees, including the potential to create and maintain a standing Street Tree Inventory.	In 2023, DPW staff initiated Lidar asset collection via a contract which includes street tree identification (trees within 15' of public street). Collection of data was completed in late 2023, and will be reviewed and built upon in 2024.

COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program CDP-3.5C	<b>Street Trees for New Development.</b> Require street trees in new developments and major property upgrades.  See the Community Services and Infrastructure Element for policies and programs regarding coordination with PG&E on tree maintenance and safety and Policy C-1.16 on urban forestry.	PW	CDD	Ongoing	In 2022, DPW staff initiated community meetings and have sought outside consultation for an update to the City's municipal code regarding street trees, including street trees for new development.	
Program CDP-3.5D	<b>Street Tree Maintenance.</b> Support the long-term health of San Rafael's urban forest through timely, quality street tree maintenance. Seek diversified funding sources for maintenance and replacement.	PW		Ongoing		DPW hires qualified tree arborists and maintenance contractors to assist with street tree maintenance.
Program CDP-3.5E	<b>Tree Replacement Due to Sidewalk Damage.</b> Consider replacing trees that have root systems that cause sustained damage to pavement and sidewalks.  See also Policies C-1.16 and C-1.17 on urban forestry and tree	PW		Ongoing	DPW continues to operate the Sidewalk Repair Program, which incentivizes private property owners to replace sidewalks and underlying tree root system that cause sustained damage to pavement, sidewalks, streets, aprons, or any other constructed edifice within the Public's right of way.	DPW continues to operate the Sidewalk Repair Program, which incentivizes private property owners to replace sidewalks and underlying tree root system that cause sustained damage to pavement, sidewalks, streets, aprons, or any other constructed edifice within the Public's right of way.
Program CDP-3.6A	<b>Downtown Wayfinding.</b> 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.	Parking Services		No Action		
Program CDP-3.6B	<b>Interpretive Signage.</b> Use interpretive signage to provide information about local history, the natural environment, and cultural resources.	L&R		No Action		
Program CDP-4.1A	<b>Design Guidelines.</b> Maintain design guidelines for residential, non-residential, and mixed use construction. Guidelines should define the elements of good design (see text box on Page 5-22) and encourage compatible building patterns, scale, mass, and transitions between areas. Design guidelines should be periodically updated to respond to construction trends.	CDD		Ongoing	The Planning Division continued to maintain and enforce the design guidelines for residential, non-residential, and mixed use construction when applications were submitted.	The Planning Division continued to maintain and enforce the design guidelines for residential, non-residential, and mixed use construction when applications were submitted.
Program CDP-4.1B	<b>Objective Design and Development Standards.</b> Develop and maintain objective (measurable) design standards for new higher density and mixed use housing that meet the requirements of State law and support new housing construction. These standards would be used in lieu of those referenced in Program CDP-4.1A and apply only to proposals for multi-family and mixed use housing meeting specific State-adopted criteria. (see text box on Page 5-21)	CDD		Ongoing	On July 16, 2019, a draft San Rafael Objective Design Standards was presented to the Design Review Board (DRB). City staff plans to bring another draft Objective Design Standards to the DRB in early 2023 and hope to have the Objective Design Standards adopted by mid 2023.	
Program CDP-4.1C	<b>Form Based Codes.</b> Encourage the use of form based codes (FBCs) as an alternative to design guidelines and zoning standards in specific districts of the city such as Downtown. The FBC integrates design and regulatory controls to improve design quality and enhance public space.  See the Safety and Resilience Element for policies on fire-safe design and construction	CDD		Progress	The Downtown Precise Plan and Form-Based Code was adopted August 2021 and the Community Development Department continued to implement the development standards of the Downtown Precise Plan on an ongoing basis as new inquires and projects are received regarding projects in the Downtown Area.	The Downtown Precise Plan and Form-Based Code was adopted August 2021 and the Community Development Department continued to implement the development standards of the Downtown Precise Plan on an ongoing basis as new inquires and projects are received regarding projects in the Downtown Area.

**COMMUNITY DESIGN PRESERVATION**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program CDP-4.2A	<p><b>Improving Design Review Efficiency.</b> Continue to improve the design review process by:</p> <p>Engaging stakeholders, community members, and the developer early, including consideration of written comments, so that issues can be worked out before initial submittal</p> <p>Clarifying requirements for initial submittals, including</p>	CDD		Ongoing	<p>The Planning Division continued to improve the design review efficiency through:</p> <p>Clarifying requirements through the dissemination of the submittal requirements at the counter, over the telephone, and over email, in order to achieve more complete application and plan sets;</p> <p>Revising public notices to be more clear and concise;</p>	<p>"The Planning Division continued to improve the design review efficiency through:</p> <p>Clarifying requirements through the dissemination of the submittal requirements at the counter, over the telephone, and over email, in order to achieve more complete application and plan sets;</p> <p>Revising public notices to be more clear and concise;</p>
Program CDP-4.2B	<p><b>Community Discussions of Good Design.</b> Continue to engage the community in discussions to define "good design" and strategies to improve architecture and public space.</p>	CDD		No Action		
Program CDP-4.3 A	<p><b>Reinforcing Design Context.</b> Ensure that design guidelines recognize the distinct characteristics of San Rafael neighborhoods. Guidelines should ensure that new development respects the character-defining elements of neighborhoods, including height, scale, materials, and setbacks.</p>	CDD		No Action		
Program CDP-4.3B	<p><b>Successful Design Portfolio.</b> Establish a portfolio of existing buildings and projects illustrating successful design and make it available on the City's website.</p>	CDD		No Action		
Program CDP-4.3C	<p><b>Exceptions.</b> Allow variation from design guidelines and standards for exceptional buildings that contribute public benefits and make a significant contribution to their surroundings.</p>	CDD		No Action		
Program CDP-4.6A	<p><b>On-Site Recreational Areas.</b> Continue requirements for on-site recreational areas as specified in the zoning ordinance.</p>	CDD	L&R	Ongoing	<p>When the Community Development Department reviewed applications for residential condominiums, staff continued to enforce Section 15.12.060 - Recreational facilities, residential condominiums which require residential condominiums to be designed with recreational facilities.</p>	<p>When the Community Development Department reviewed applications for residential condominiums, staff continued to enforce Section 15.12.060 - Recreational facilities, residential condominiums which require residential condominiums to be designed with recreational facilities.</p>
Program CDP-4.7A	<p><b>Signature Buildings.</b> Allow for "signature" buildings that create a positive impression of San Rafael. Memorable, innovative architecture should be encouraged through the placement of building forms and features, selection of materials, and unique treatment of corner sites, and similar measures. Innovative climate-adaptive measures such as vertical gardens, roof-gardens, living building design and onsite water reuse also should be encouraged.</p>	CDD		No Action		
Program CDP-4.8A	<p><b>Building Stepbacks.</b> Use tools such as stepbacks and daylight planes to improve height transitions where taller buildings are constructed near lower-scale buildings. The perceived height and bulk of new buildings can be reduced through measures such as stepping back the upper floors, articulating the building elevation, and using varied exterior building materials and colors.</p>	CDD		Ongoing	<p>When applications for new developments are near lower-scale buildings, staff continued to enforce building stepback requirements when the development standards are not in conflict with SB-330 Housing Crisis Act of 2019 such as in the case where the maximum height limit would reduce the density of the housing project.</p>	<p>When applications for new developments are near lower-scale buildings, staff continued to enforce building stepback requirements when the development standards are not in conflict with SB-330 Housing Crisis Act of 2019 such as in the case where the maximum height limit would reduce the density of the housing project.</p>

COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program CDP-4.10A	<b>Zoning Regulations.</b> Periodically evaluate the landscape provisions in the Zoning Ordinance to respond to climate change, hazards, water availability, shading needs, and other issues. Zoning should support the City's goal of having a strongly landscaped character.	CDD		No Action		
Program CDP-4.10B	<b>Industrial Landscape Design.</b> Ensure that landscape guidelines for new industrial and general commercial development provide effective buffering, while also supporting water conservation, water quality, and fire hazard reduction goals.	CDD	CDD, FIRE	Ongoing	SRMC section 4.12 now applies city-wide to ensure that combustible vegetation is not part of approved landscape plans.	
Program CDP-4.10C	<b>Parking Lot Landscaping Requirements.</b> Review City standards for parking lot landscaping to ensure that they adequately address visual screening, environmental quality, and climate-related issues. Standards should allow for solar shade structures within parking areas.	CDD		No Action		
Program CDP-4.11A	<b>Lighting Plans.</b> Continue to require lighting plans for projects proposing exterior lighting. The design review process should be used to evaluate lighting for safety, consistency with dark sky objectives, and potential mitigation to reduce negative impacts	CDD		Ongoing	The Planning Division continued to require lighting plans for projects proposing exterior lighting through the design review process.	The Planning Division continued to require lighting plans for projects proposing exterior lighting through the design review process.
Program CDP-4.12A	<b>Sign Regulations.</b> Periodically update the City's sign regulations to reflect new technologies, materials, and design trends, and to ensure that regulations comply with all applicable state and federal laws.	CDD		No Action		
Program CDP-5.1A	<b>Preservation Ordinance.</b> Continue to implement the City's Historic Preservation Ordinance. The Ordinance should be modified to include updated procedures to mitigate impacts from the demolition, destruction, or alteration of historic resources.	CDD		Ongoing	As the Planning Division received applications to make modifications to historic sites, staff continued to implement the City's Historic Preservation Ordinance through the development review process. In 2022, a project was submitted which proposed a new window on a landmark building located at 905 Irwin Street. Staff reviewed the application to ensure that the proposal met Chapter 2.18 - Historic Preservation.	As the Planning Division receives applications to make modifications to historic sites, staff will continue to implement the City's Historic Preservation Ordinance through the development review process. In 2023 the staff evaluated the requirement for a Certificate of Appropriateness in the Downtown Precise Plan area.
Program CDP-5.1B	<b>Oversight Responsibilities.</b> Create a more formal means of oversight for review of planning and building applications affecting historic resources. This could include a contract with an architectural historian, or an advisory committee convened as needed to advise the Planning Commission on matters and policies related to preservation or the modification of historic structures. If an oversight body is created, it should represent diverse perspectives and interests.	CDD		No Action		

COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program CDP-5.1C	<b>Certified Local Government (CLG) Designation.</b> Contact the National Park Service State Office and State Historic Preservation Office (SHPO) to evaluate the pros and cons of San Rafael becoming a designated CLG. The designation allows for streamlining, greater local control over preservation decisions, funding opportunities, and technical assistance.	CDD		No Action		Staff began preliminary conversations with the National Park Service State Office and State Historic Preservation Office (SHPO) regarding the CLG process.
Program CDP-5.2A	<b>Context Statement.</b> Prepare a citywide historic context statement to provide the framework for evaluating a property's historic significance and integrity.	CDD		No Action		
Program CDP-5.2B	<b>Inventory Update.</b> 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.	CDD		No Action		
Program CDP-5.2C	<b>Criteria for Designation.</b> Review and adjust the criteria for designation of historic resources so they align with those of state and federal preservation agencies.	CDD		No Action		Staff has reviewed recent submittals on historic preproperties against the Secretary of the Interior's Standards for the Treatment of Historic Properties.
Program CDP-5.2D	<b>Additional Landmarking.</b> Based on updated historic preservation data, identify additional structures or sites for local and/or state landmark status and/or potential nomination to the National Register of Historic Places. The process for local landmark designation, including applications, fees, and approval, should be updated and clarified.	CDD		No Action		
Program CDP-5.3A	<b>Downtown Districts.</b> Consider the designation of additional historic districts in Downtown San Rafael based on the 2019 Downtown Precise Plan field survey.	CDD		No Action		
Program CDP-5.3B	<b>Conservation Districts.</b> Consider the use of Conservation Districts as an alternative to historic districts or the designation of individual landmarks (see text box).	CDD		No Action		
Program CDP-5.3C	<b>Mid-Century Neighborhoods.</b> Recognize the Eichler, Kenney, and Alliance subdivisions of North San Rafael as a defining part of San Rafael's architectural heritage. Continue to take steps to preserve the characteristic features of these homes and neighborhoods, including height and roofline modifications.	CDD		Ongoing	When the Planning Division received applications for residential property improvements located in the Eichler, Kenney, and Alliance subdivisions, the Planning Division continued to enforce provisions through development review such as regulating proposed height increases.	When the Planning Division received applications for residential property improvements located in the Eichler, Kenney, and Alliance subdivisions, the Planning Division continued to enforce provisions through development review such as regulating proposed height increases.
Program CDP-5.4A	<b>Zoning and Development Incentives.</b> Support the use of transfer of development rights and façade easements to encourage preservation of historic buildings.	CDD		No Action		
Program CDP-5.4B	<b>Local Financial Incentives.</b> Pursue the following financial incentives to support historic preservation activities: a) Development of a local Mills Act program to allow contracts with the owners of historic properties meeting criteria to be defined by the City. The contracts allow for reduced property taxes in exchange for an agreement to maintain the historic integrity and visibility of the structure. b) Reductions or waivers of local permitting fees for qualifying historic preservation projects. c) Creation of a historic preservation mitigation fund for developments that may impact historic resources, with the proceeds used to support preservation activities. d) Arrangements with the commercial brokerage community to bank and transfer development rights from historic properties to receiving sites (not yet identified). 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).	CDD		No Action		

COMMUNITY DESIGN PRESERVATION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program CDP-5.4C	<b>Non-Local Financial Incentives.</b> Support financial assistance for preservation through state and federal grants and loans, tax credits, National Trust Preservation funds, the Federal Historic Preservation Tax Incentives Program, and similar programs.	CDD	ED	No Action		
Program CDP-5.5A	<b>California Historic Building Code.</b> 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.	CDD (Building)		No Action		
Program CDP-5.5B	<b>Zoning.</b> Investigate zoning exceptions for historic structures, such as reduced on-site parking, setback, and driveway width requirements. The range of permitted or conditionally permitted uses in historic structures should be expanded to make them more viable for reuse.	CDD		No Action		
Program CD-5.6A	<b>Certificates of Appropriateness.</b> Continue existing requirements for "Certificates of Appropriateness" (COA) for alterations to designated historic resources. Criteria for COAs should be consistent with Secretary of the Interior standards.	CDD		Ongoing	As the Planning Division received applications to make modifications to historic sites, staff continued to implement the City's Historic Preservation Ordinance through the development review process. In 2022, a project was submitted which proposed a new window on a landmark building located at 905 Irwin Street. Staff reviewed the application to ensure that the proposal met Chapter 2.18 - Historic Preservation and drafted a Certificate of Appropriateness (CA22-001).	As the Planning Division receives applications to make modifications to historic sites, staff will continue to implement the City's Historic Preservation Ordinance through the development review process. In 2023 the staff evaluated the requirement for a Certificate of Appropriateness in the Downtown Precise Plan area.
Program CDP-5.6B	<b>Design Guidelines.</b> Address historic preservation in the City's design guidelines, including successful examples of (a) adaptive reuse, alterations, and other changes; and (b) new infill development in the context of an older neighborhood, including examples of contemporary architecture. Infill development in older areas does not need to mimic historic development but should acknowledge and respect its context.	CDD		No Action		
Program CDP-5.6C	<b>Landscapes and Natural Features.</b> 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.	CDD		Ongoing	The Planning Division continued to encourage the preservation of such features when they are determined to be significant. For example, through the development review process staff encouraged the preservation of significant oak trees when applicants proposed to remove significant oak trees.	The Planning Division continued to encourage the preservation of such features when they are determined to be significant. For example, through the development review process staff encouraged the preservation of significant oak trees when applicants proposed to remove significant oak trees.
Program CDP-5.7A	<b>Incentives.</b> Support property owner efforts to maintain and restore historic properties through fee reductions, tax credits, and Code exceptions.	CDD		No Action		
Program CDP-5.8A	<b>Public Recognition.</b> Support programs that publicly recognize property owners who have done an exceptional job preserving an historic property	CDD		No Action		
Program CDP-5.8C	<b>Public Events and Social Media.</b> Encourage local preservation advocacy organizations to produce events, publications, social media, and exhibits about the historic resources that exist in San Rafael.	CDD	CM	No Action		
Program CDP-5.9A	<b>Preservation Reference Materials.</b> 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.	CDD		No Action		
Program CDP-5.9B	<b>Plaques and Markers.</b> Support efforts to install plaques and markers recognizing historic locations and the locations of important historic events in San Rafael.	CDD		No Action		
Program CDP-5.9C	<b>School Programs.</b> Support local school efforts to incorporate San Rafael history lessons, events, and field trips into their curriculum and programs.	CDD		No Action		
Program CDP-5.10A	<b>Walking Tours, Trails, and Historic Festivals.</b> Encourage walking tours, historic trails, mobile apps, and history fairs and programs that attract visitors. Partner with local preservation advocacy groups and other organizations to promote events celebrating San Rafael history.	CM		No Action		

**COMMUNITY DESIGN PRESERVATION**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program CDP-5.10B	<b>Marin County Civic Center.</b> Work with the County of Marin to encourage and support preservation of the Frank Lloyd Wright-designed Civic Center complex and grounds as a nationally important historic architectural site and major destination for regional, national, and international visitors.	CM		No Action		
Program CDP-5.10C	<b>Mission San Rafael.</b> Promote San Rafael's historic origin as a "mission city," and Mission San Rafael Arcangel as a destination of historic interest.  See also Policy EV-3.3 on authenticity as an economic development strategy	ED	CM	No Action		
Program CDP-5.11A	<b>Energy Retrofits.</b> Encourage the use of energy efficiency incentives to assist in the rehabilitation of older buildings, keeping in mind the importance of maintaining historic integrity.	ED	Sustainability	No Action	City staff is investigating Energy Efficiency and Conservation Block Grants for this program in early 2023.	
Program CDP-5.12A	<b>Community Heritage Programming.</b> Engage representatives of the different ethnic communities, as well as preservation organizations and San Rafael schools, universities, and colleges to document and preserve the history of each community in San Rafael, including sites and structures of historic importance. Support educational curriculum that raises awareness of the city's cultural heritage and includes non-Eurocentric perspectives.	CM		No Action		
Program CDP-5.13A	<b>Archeological Resources Ordinance.</b> Modify the City's Archeological Resources Ordinance to include construction best management practices to follow if a potentially significant archaeological resources is encountered during ground disturbing activities.	CDD	City Attorney	No Action		
Program CDP-5.13B	<b>Human Remains.</b> When permitting ground-disturbing activities, require that any human remains encountered are treated in accordance with California Health and Safety Code Section 7050.5, Public Resources Code 5097.98, and the California Code of Regulations Section 15064(e), which prescribe the mandated procedures of conduct in such cases.	CDD		Ongoing	The Community Development Department included the requirement that: any human remains encountered are treated in accordance with California Health and Safety Code Section 7050.5, Public Resources Code 5097.98, and the California Code of Regulations Section 15064(e) as a standard condition when permitting ground-disturbing activities.	The Community Development Department included the requirement that: any human remains encountered are treated in accordance with California Health and Safety Code Section 7050.5, Public Resources Code 5097.98, and the California Code of Regulations Section 15064(e) as a standard condition when permitting ground-disturbing activities.
Program CDP-5.14A	<b>AB 52 Compliance.</b> Implement the requirements of Assembly Bill 52 by providing opportunities for meaningful input from Native American representatives in the development review process.	CDD		Ongoing	When the Planning Division received applications requiring CEQA Review, staff sent invitations for Tribal Consultation within 14 days of the start of CEQA review.	When the Planning Division received applications requiring CEQA Review, staff sent invitations for Tribal Consultation within 14 days of the start of CEQA review.



**COMMUNITY DESIGN PRESERVATION**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program CDP-5.14B	<b>Protection of Tribal Resources.</b> Incorporate standard approval conditions in future development projects that ensure that Native American resources are protected during construction. In the event tribal resources are discovered, earth-disturbing work must be temporarily suspended pending evaluation by a qualified archaeologist and an appropriate Native American representative. Where appropriate, a mitigation plan shall be developed in accordance with state guidelines and tribal input.	CDD		Ongoing	The Community Development Department included the requirement that: in the event tribal resources are discovered, earth-disturbing work must be temporarily suspended pending evaluation by a qualified archaeologist and an appropriate Native American representative.	The Community Development Department included the requirement that: in the event tribal resources are discovered, earth-disturbing work must be temporarily suspended pending evaluation by a qualified archaeologist and an appropriate Native American representative.
Program CDP-5.15A	<b>Paleontological Resource Mitigation Protocol.</b> Prepare and adopt a list of protocols in accordance with Society of Vertebrate Paleontology standards that protect or mitigate impacts to paleontological resources, including requiring grading and construction projects to cease activity when a paleontological resource is discovered so it can be safely removed.	CDD		No Action		

CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program C-1.1A	<b>Surveys for Regulated Waters.</b> Require that sites with suitable natural habitat be surveyed for the presence or absence of regulated waters prior to development approval. Such surveys should be conducted by a qualified wetland specialist and occur prior to development-related vegetation removal or other habitat modifications.	PW	CDD	No Action		
Program C-1.1B	<b>Wetlands Overlay District.</b> Continue to implement wetlands policy through a Wetlands Overlay zoning district that is based on wetland delineations consistent with US Army Corps of Engineers criteria. In unincorporated areas within the Planning Area, support County implementation of Baylands Corridor policies and standards.	PW	CDD	Ongoing		
Program C-1.1C	<b>Tiscornia Marsh Restoration.</b> Support restoration plans for Tiscornia Marsh adjacent to Pickleweed Park in the Canal neighborhood. The project will raise and improve a degraded levee to stabilize and potentially restore an eroding tidal marsh, reducing the community's vulnerability to rising tides and flooding.	CDD	PW	Progress	On January 11, 2022, the Planning Commission reviewed a Use Permit (UP21-001) and Environmental and Design Review Permit (ED21-002) to approve the Tiscornia Marsh Restoration Project to restore the 23-acre tidal marsh/mudflats and shoreline levee located north and outboard of Canal Street, as well as the five acre, City-owned diked marsh located north of the Albert J. Boro Center/Pickleweed Park Playfields.	DPW staff continues to work with the Tiscornia Marsh Restoration team to ensure levee design is coordinated with the City's Pickleweed Park Enhancement project.
Program C-1.1D	<b>McInnis Marsh Restoration.</b> Support restoration plans for McInnis Marsh, providing improved habitat for protected species, flood protection for McInnis Park golf course, and improved trail connections along the San Pablo Bay Shoreline.	PW		Ongoing	DPW Maintenance staff planted trees at the bottom of McInnis Parkway in Winter 2022.	
Program C-1.3A	<b>Compensatory Mitigation Requirements.</b> For permanently impacted wetlands, lost wetland area shall be replaced on-site and in-kind at a minimum ratio of 2:1 (e.g., 2 acres for each acre lost). If on-site mitigation is not possible or practical, off-site mitigation shall be required, preferably in the same drainage basin or a nearby Marin watershed if the same basin is not available, at a minimum replacement ratio of 3:1. Temporarily impacted wetlands may be restored and revegetated to pre-project conditions.	PW		No Action		
Program C-1.3B	<b>Conditions for Mitigation Waivers.</b> The City may waive the compensatory mitigation requirement on a case by case basis for wetlands restoration projects and for fill of wetlands that are less than 0.1 acres in size, provided that all of the following conditions are met: (1) the wetland is isolated (e.g., it is not within, part of, or directly	PW		No Action		
Program C-1.3C	<b>Revision of Mitigation and Waiver Requirements.</b> Consider revisions to mitigation requirements and waiver conditions that reflect best practices, sea level rise adaptation needs, and consistency with the requirements used by state and federal agencies.	PW		No Action		
Program C-1.4A	<b>Wetland Plans and Monitoring.</b> Wetland plans shall be prepared by a qualified wetland restoration ecologist in consultation with appropriate federal and state resource agencies. Such plans shall require annual monitoring for a specified period of time to determine mitigation	PW		No Action		
Program C-1.4B	<b>Timing of Wetlands Creation.</b> Restoration or creation of wetlands should be completed prior to construction of the development. Where construction activities would adversely impact wetland restoration or creation, the restoration or creation may be completed after construction of the development, as determined through development review.	PW		No Action		
Program C-1.4C	<b>Mitigation Banking.</b> Support the creation of wetland mitigation banking sites within the city. This would allow the collection of mitigation fees from multiple projects to be combined to construct or restore larger, more viable wetlands in designated locations rather than constructing small compensatory wetlands on or near each development site. This could include an inventory of priority restoration areas for future projects that may require compensatory off-site mitigation.	PW	CDD	No Action		

**CONSERVATION CLIMATE CHANGE**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program C-1.6A	<p><b>Creek and Drainageway Setbacks:</b> Maintain the following setback requirements in the Municipal Code:</p> <p>(a) A minimum 25-foot development-free setback shall be maintained from the top of creek banks for all new development (including but not limited to paving and structures), except for Miller Creek and its tributaries, where a minimum 50-foot setback shall be maintained. Setbacks up to 100 feet may be required in development projects larger than two acres where development review determines that a wider setback is needed to maintain habitat values, and in areas where high-quality riparian habitat exists. The City may waive the setback requirement for minor encroachments if it can be demonstrated that the proposed setback adequately protects the functions of the creek to the maximum extent feasible and the results are acceptable to appropriate regulatory agencies.</p> <p>(b) Drainageway Setbacks: Drainageway setbacks shall be established through individual development review, taking into account existing habitat function and values.</p>	CDD	PW	Ongoing		Ongoing- Staff continued to require the setbacks noted in the municipal code.
Program C-1.6B	<b>Municipal Code Compliance.</b> Ensure that the San Rafael Municipal Code is consistent with local, state, and federal regulatory agency requirements for erosion control and natural resource management and	PW		No Action		
Program C-1.6C	<b>Creek and Drainageway Mapping.</b> Work collaboratively with local environmental organizations and institutions to prepare updated maps of creeks and drainageways and to evaluate the potential for restoration.	PW		No Action		
Program C-1.7A	<b>Creek Access on Public Land.</b> Proactively identify and create access points to creeks on public lands.	PW		No Action		
Program C-1.7B	<b>Public Access in Development Along Creeks.</b> Use the development review process to identify and secure areas appropriate for creek access.	PW	CDD	No Action		
Program C-1.8A	<b>Publicity.</b> Use the City's website to publicize information about creek and waterway protection and access. Where appropriate, partner with local schools, conservation and environmental groups, business organizations, and others to increase awareness of the city's creeks and waterways.	PW		Ongoing	DPW initiated the Canal Dredging Project in 2022 to increase awareness and access to the San Rafael Canal (San Rafael Creek). DPW publicized and regularly updated a dedicated webpage on the City's website on the Canal Dredging Project.	DPW maintains a website for the San Rafael Channel Dredging project. Dredging operations have been extended through December 31, 2023.
Program C-1.8B	<p><b>Creek Signage.</b> Develop attractive signage and/or educational displays identifying local creeks, describing native habitat and history, and reminding visitors of what they can do to protect water quality.</p> <p>See also Policy PROS-3.10 on environmental education and Program C-3.6A on removal of plastics from creeks, marshes, and the Bay</p>	PW		No Action		
Program C-1.9A	<b>Watercourse Protection Regulations.</b> Maintain watercourse protection regulations in the San Rafael Municipal Code. These regulations should be periodically revisited to ensure that they adequately protect creeks and drainageways. Consider specific measures or guidelines to mitigate the destruction or damage of riparian habitat from roads, development, and other encroachments.	PW	CDD	No Action		

**CONSERVATION CLIMATE CHANGE**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program C-1.9B	<b>Creek Restoration.</b> Encourage and support efforts by neighborhood associations, environmental organizations, and other interested groups to fund creek enhancement, restoration, and daylighting projects, as well as creek clean-ups and ongoing maintenance programs.	PW	CDD, Sustainability	No Action		
Program C-1.9C	<b>Upper Gallinas Watershed Restoration.</b> Support implementation of creek restoration projects in the Upper Gallinas Creek Watershed, consistent with the Restoration Opportunities Report prepared in December 2016. It remains a priority of the City to restore the creek by removing the concrete channel, creating a walkway/bikeway alongside, and planting native trees to provide shade and filter runoff. Pursue grants and other funds, including capital improvement projects and	PW		No Action		
Program C-1.9D	<b>Restoration of San Rafael, Mahon, and Irwin Creeks.</b> Pursue opportunities for creek restoration and beautification along San Rafael, Mahon, and Irwin Creeks, building on past efforts supporting biological and ecological restoration, education, and water quality improvements along these waterways.  See Goal C-3 for additional policies on water quality	PW		No Action		
Program C-1.10A	<b>Hillside Management and Residential Design Guidelines.</b> Continue to implement Hillside Residential Design Guidelines as well as management practices that promote ecological health, hazard reduction, and climate change mitigation.	CDD	PW	Ongoing	When the Planning Division received applications for residential development located on a hillside, staff continued to implement the Hillside Management and Residential Design Guidelines. For example, in 2022, staff reviewed the proposed development of single family homes on two vacant lots (Project #s PLAN21-014 & PLAN21-015, APNs 011-031-44 – 47) on a hillside and promoted ecological health by recommending planting material that were selected recognize the importance of water conservation, fire resistance, and erosion control.	Ongoing - Staff continued to implement the Hillside Management and Residential Design Guidelines and educate interested parties to these requirements.
Program C-1.11A	<b>Surveys for Wildlife Movement Corridors.</b> Require that sites with suitable natural or anthropogenic habitat, including creeks in urban areas, be surveyed for the presence or absence of important wildlife corridors, prior to development approval. Such surveys should be conducted by a qualified biologist following CDFG-accepted species-level protocol and occur prior to development-related vegetation removal or other habitat modifications. As resources allow, surveys also should be conducted in previously developed areas to establish conservation priorities, and support wildlife and ecosystem management and education programs.	CDD	PW	No Action		
Program C-1.11B	<b>Wildlife-Human Interface.</b> Implement programs to reduce conflicts and improve co-existence between people and wildlife, including education about animals living around us and the need to modify certain human behaviors.	CDD		No Action		
Program C-1.12A	<b>Surveys for Sensitive Natural Communities and Special Status Species.</b> Require that sites with suitable natural or anthropogenic habitat, including creek corridors through urbanized areas, be surveyed for the presence or absence of sensitive natural communities and special status species prior to development approval. Such surveys should be conducted by a qualified biologist following CDFG-accepted species-level protocol and occur prior to development-related habitat removal or other habitat modifications.	CDD		No Action		
Program C-1.12B	<b>Non-Native Predators.</b> Support efforts by non-profit conservation groups, state and federal agencies, the Marin Humane Society and other organizations to protect the habitat of birds and small mammals from non-native predators and restricting the use of pesticides.	CDD	Sustainability	No Action		

CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program C-1.12C	<b>Oak Savanna and Oak Woodland Habitat Protection.</b> Require proposed developments with the potential to impact oak savanna/oak woodland habitat to either avoid, minimize, or compensate for the loss of such habitat. Avoidance is the preferred measure where feasible. If habitat loss is deemed unavoidable, require that direct and indirect impacts be mitigated through habitat restoration, creation, or enhancement. Mitigation requirements shall provide for a minimum 1:1 replacement in both the aerial extent of the tree canopy and number of trees lost.  See also Policy C-3.6 on the conservation of nearshore waters, including	CDD	PW	Ongoing	The Planning Division continued to require proposed developments with the potential to impact oak savanna/oak woodland habitat to either avoid, minimize, or compensate for the loss of such habitat.	The Planning Division continued to require proposed developments with the potential to impact oak savanna/oak woodland habitat to either avoid, minimize, or compensate for the loss of such habitat.
Program C-1.13A	<b>List of Species.</b> Maintain current California Natural Diversity Database (CNDDDB) digital (GIS) maps and data tables listing threatened, endangered, and special status species in the San Rafael Planning Area. CNDDDB data should be supplemented with more specific local data wherever possible.	CDD	PW	No Action		
Program C-1.13B	<b>Mitigating Impacts on Special Status Species.</b> Avoid and protect special status species and require that consultation with resource agencies be performed in conformance with federal and State regulations. Require that potential unavoidable impacts to special status species are minimized through design, construction, and project operations. If such measures cannot adequately mitigate impacts, require measures such as on-site set asides, off-site acquisitions (conservation easements, deed restrictions, etc.), and specific restoration efforts that benefit the listed species being impacted.	PW	CDD	Ongoing		Environmental impacts are evaluated during the planning phase of each project. Where special status species are present, the City's environmental consultant will study the potential impacts to the species, develop appropriate mitigation measures, and apply for appropriate regulatory permits.
Program C-1.13C	<b>Steelhead Habitat.</b> Support efforts to restore, preserve or enhance Central California Coast Steelhead habitat in Miller Creek and other creeks.	CDD	PW, Sustainability	No Action		
Program C-1.13D	<b>Bird Safe Design.</b> Develop and adopt a Bird-Safe Design Ordinance to provide specific criteria and best management practices to be used in design review for taller structures. These criteria should be applied to ensure that such structures are designed to minimize the risk of bird collisions.	CDD		No Action		
Program C-1.13E	<b>Avoidance of Nesting Birds.</b> Nests of native birds in active use shall be avoided in compliance with State and federal regulations. For new development sites where nesting birds may be present, vegetation clearing and construction shall be initiated outside the bird nesting season (February 1 through August 31) or pre-construction surveys shall be conducted by a qualified biologist within a minimum of 500 feet from the project site where access is feasible and no more than seven days prior to any disturbance. If active nests are encountered, appropriate work avoidance buffer zones shall be established based on recommendations by the biologist and remain in place until any young birds have successfully left the nest and are no longer dependent on parental care.  See also Programs C-1.11.A and C-1.12A on wildlife surveys	CDD		No Action		
Program C-1.14A	<b>Identification of Desirable and Undesirable Species.</b> Use California Invasive Plant Council (Cal-IPC) guidance for desirable and invasive plants in the development review, design review, and public lands management processes. This guidance should ensure that noxious plants are not planted in new development, on rights of way, and on public land; help inform revegetation and replanting programs; and support the management of existing vegetation.	FIRE	PW, CDD, Sustainability	No Action		

CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program C-1.14B	<b>Integrated Pest Management Policy.</b> Maintain and periodically update an Integrated Pest Management Policy (IPMP) that minimizes the application of pesticides in the city and encourages non-toxic methods to control vegetation such as properly timed goat grazing. The IPMP should be modified as needed to reflect changes in regional stormwater control requirements, data on pesticide toxicity, and the feasibility of new and less toxic methods for controlling invasive plants. Changes to the IPMP should be made through a transparent public process and should ensure that the use of any chemicals of concern is publicly noticed.	PW	CDD, Sustainability	Progress		DPW periodically reviews the IPMP
Program C-1.14C	<b>Removal of Invasive Species.</b> Support partnerships and multi-jurisdictional efforts to remove invasive plant species, reduce fire hazards, and improve habitat on public properties. Use volunteers and non-profit organizations to assist in such efforts and consult with the California Native Plant Society and similar organizations to optimize results, avoid the removal of desirable plants, and replant with appropriate plants before invasive species return. Funding from sources such as Measure A, state and regional wildfire prevention funds, utility funds, and other conservation program funds should be pursued to support these efforts.	FIRE	CDD, PW	Ongoing	Staff continued to support multiple broom pull events monthly and are planning larger scale projects for specific species thanks to measure C funding.	
Program C-1.14D	<b>Wildfire Action Plan Implementation.</b> Implement the provisions of San Rafael's Wildfire Action Plan (2020) relating to the control of invasive plants, including further limiting the sale or planting of highly flammable non-native plants in the city, supporting volunteer activities to remove Scotch and French broom, revising standards for Eucalyptus, providing fuel breaks on public property, and educating the public on fire-safe landscaping.	FIRE		Ongoing	Throughout the year 2022, the Fire Department implemented a 38-Point Wildfire Action Plan.	
Program C-1.15A	<b>Education on Desirable Plant Species.</b> Leverage the educational and website materials on "water-wise" plants developed by the Marin Municipal Water District and fire-prone plants from FireSafe Marin as resources for San Rafael property owners. The City should also create Resilient Landscape Templates (RLTs) that offer suggestions for homeowners to achieve beautiful, fire-resistant, drought tolerant landscaping.	FIRE		Progress	Ongoing- annual mailers sent to each resident regarding fire adapted landscaping. Ongoing partnership with FireSafe Marin and the MWPA to further resident education. Demonstration Garden will be installed this Fall.	
Program C-1.16A	<b>Increasing the Tree Canopy.</b> Implement measures to increase the tree canopy, as outlined in the City's Climate Change Action Plan. These measures include:  a) tree planting on City-owned land b) reviewing parking lot landscaping standards to maximize tree cover c) minimizing tree removal d) controlling invasive species that threaten the health of the urban forest e) integrating trees and natural features into the design of development projects f) encouraging trees on private property g) increasing the diversity of trees to increase habitat value and resilience h) <i>emphasizing the use of native tree species where appropriate</i>	Sustainability	CDD, PW	Progress		Secured a Climate Action Corps Fellow to conduct tree inventories and identify locations to plant new trees.  The City planted several trees on city-owned land including Sun Valley Park, McInnis Parkway and various locations throughout the City as part of the sidewalk replacement program.

**CONSERVATION CLIMATE CHANGE**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program C-1.16B	<b>Tree City USA.</b> Maintain San Rafael's status as a "Tree City USA" community by following best practices in urban forestry management and regularly applying for recertification.	PW		Ongoing	DPW Parks Maintenance staff continue to follow best practices in urban forestry certification and boast 40 years of being a "Tree City"	DPW Parks Maintenance staff continue to follow best practices in urban forestry certification and boast 40 years of being a "Tree City"
Program C-1.17A	<b>Tree Preservation.</b> Revise Chapter 11.12 of the Municipal Code (Trees) or add a new Code section that defines protected and heritage trees and establishes permit requirements and procedures for tree protection, removal, and replacement. The regulations should strongly support the protection of California redwoods ( <i>Sequoia sempervirens</i> ) and other native trees.	PW		Ongoing	DPW has initiated a review and comprehensive assessment of Chapter 11.12 and will update a Tree Ordinance in the Municipal Code in 2023.	DPW has initiated a review and comprehensive assessment of Chapter 11.12 and will update a Tree Ordinance in the Municipal Code after the completion of the Tree Inventory.
Program C-1.17B	<b>Tree Management Plan:</b> Require a tree management plan prior to approval of development with the potential to remove or substantially impact trees. The Plan should be prepared by a licensed arborist using published standards and practices for protecting and monitoring tree health during and after construction.	CDD		No Action		
Program C-1.17C	<b>Mitigation for Tree Removal.</b> Continue to implement mitigation requirements for tree removal in new development. When necessary, this could include planting of trees in locations other than the project site, planting native trees in lieu of non-natives, or reducing the footprint of proposed development. Tree replacement should be based on a value that is equal to or greater than the carbon footprint and ecological benefits of the trees being removed. Ecological benefits include water conservation, absorption of runoff, reduction of air pollution, energy reduction from shade and cooling effects, soil retention, slope stabilization, and wildlife support.  See Policy CDP-3.5 and Program CDP-3.5A for additional guidance on	CDD		No Action		
Program C-1.19A	<b>Dark Sky Ordinance.</b> Adopt a dark sky ordinance, including lighting standards and enforcement provisions that reduce light pollution. In the interim, refer to guidelines from the International Dark Sky Association during the review of major projects involving night lighting.	CDD		No Action		
Program C-2.1A	<b>Cooperation with Other Agencies.</b> Work with the Bay Area Air Quality Management District (BAAQMD) and other agencies to ensure compliance with air quality regulations and proactively address air quality issues.	CDD	Sustainability	Ongoing	FIRE will continue to ensure that any prescriptive burning will fully comply with BAAMQD regulations.	City staff will continue to ensure that any prescriptive burning will fully comply with BAAMQD regulations.

**CONSERVATION CLIMATE CHANGE**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program C-2.2A	<p><b>Protection of Sensitive Receptors.</b> Use the development review process to require an evaluation of air quality impacts and the inclusion of measures to mitigate the exposure of sensitive receptors to both construction-related and long-term operational impacts. As prescribed by the EIR for General Plan 2040 and the Downtown Precise Plan, the following protocols shall be followed:</p> <p>a) Projects that exceed BAAQMD screening criteria shall be required to evaluate project-specific construction emissions and operational emissions in conformance with California Environmental Quality Act (CEQA) Guidelines and BAAQMD methodologies. If projected pollutant levels for either construction or operations exceed BAAQMD thresholds, project applicants shall be required to mitigate the impacts to an acceptable level.</p> <p>b) As recommended by the California Air Resources Board, projects that would result in construction activities within 1,000 feet of residential and other land uses that are sensitive to toxic air contaminants (e.g., hospitals, nursing homes, day care centers, etc.), as measured from the property line of the project, shall be required to prepare a construction health risk assessment in accordance with the policies and procedures of the Office of Environmental Health Hazard Assessment (OEHHA) and the BAAQMD CEQA Guidelines. These Guidelines identify mitigation measures capable of reducing potential cancer and non-cancer risks to a level below ten in one million or a</p>	CDD	Sustainability	Ongoing		Staff will continue to use the development process to require an evaluation of air quality impacts and the inclusion of measures to mitigate the exposure of sensitive receptors to both construction and long-term operational impacts.
Program C-2.3A	<p><b>Air Pollution Reduction Measures.</b> Implement air pollution reduction measures as recommended by BAAQMD's Clean Air Plan and supporting documents to address local sources of air pollution in community planning. This should include Transportation Control Measures (TCM) and Transportation Demand Management (TDM) programs to reduce emissions associated with diesel and gasoline-powered vehicles.</p>	Sustainability	PW, CDD	No Action		
Program C-2.4A	<p><b>Particulate Matter Exposure.</b> Through development review, require that Best Available Control Technology (BACT) measures (such as setbacks, landscaping, paving, soil and dust management, and parking lot street sweeping) are used to protect sensitive receptors from particulate matter. This should include control of construction-related dust and truck emissions as well as long-term impacts associated with project operations. Where appropriate, health risk assessments may be required to evaluate risks and determine appropriate mitigation measures.</p>	CDD	PW, Sustainability	Ongoing		Staff will continue through development review, require that Best Available Control Technology (BACT) measures (such as setbacks, landscaping, paving, soil and dust management, and parking lot street sweeping) are used to protect sensitive receptors from particulate matter.
Program C-2.4B	<p><b>Wildfire Smoke.</b> Support efforts to reduce health hazards from wildfire smoke, such as limits on outdoor activities, access to respirators and air filtration systems, access to clean air refuge centers, and public education.</p>	Sustainability	FIRE	Ongoing	The Fire Department continued to provide public education and engaged in city planning efforts for clean air centers.	
Program C-2.4C	<p><b>Wood-Burning Stoves and Fireplaces.</b> Regulate wood-burning stoves and fireplaces to reduce particulate pollution.</p>	CDD (Building)		Ongoing	The Building Division continued to regulate wood-burning stoves and fireplaces to reduce particulate pollution through the Building Permit Plan Check Review Process.	The Building Division continued to regulate wood-burning stoves and fireplaces to reduce particulate pollution through the Building Permit Plan Check Review Process.
Program C-2.6A	<p><b>Air Quality Education Programs.</b> Actively participate in the air quality education programs of the BAAQMD. Use social media and other means of outreach to alert residents of Spare the Air days and associated recommendations.</p>	Sustainability	FIRE	No Action		



CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program C-2.6B	<b>Equipment and Generators.</b> Encourage the use of non-gasoline powered leaf blowers and other yard maintenance equipment, as well as clean-powered generators.	Sustainability		Progress	On July 18, 2022, City Council adopted an Ordinance of the City of San Rafael adding Chapter 8.40 "Regulation of Small Off-Road Engines" to the San Rafael Municipal Code related to regulating the operation of leaf blowers.	
Program C-3.1A	<b>Interagency Coordination.</b> Coordinate with the local, state, and federal agencies responsible for permitting discharges to San Rafael's creeks and surface waters, monitoring water quality, and enforcing adopted water quality standards and laws.	PW		Ongoing	DPW has coordinated with Marin County Flood Control and Water Conservation District to renew a vegetation management agreement in Flood Control Zone 6 in 2022. DPW staff will secure all permits required to conduct routine vegetation management work within the City's creeks and surface waters in accordance with local, state and federal agencies.	The vegetation management agreement between the City and Marin County for Flood Control Zone 6 has been fully executed as remains valid for 5 years. DPW staff will secure all permits required to conduct routine vegetation management work within the City's creeks and surface waters in accordance with local, state and federal agencies.
Program C-3.2A	<b>Countywide Stormwater Program.</b> Continue to participate in the countywide stormwater pollution prevention program and comply with its performance standards.	PW		Ongoing	DPW continues to comply with County MCSTOPP program, including securing state discharge permits.	DPW continues to comply with County MCSTOPP program, including securing state discharge permits.
Program C-3.2B	<b>Reducing Pollutants in Runoff.</b> Continue to reduce the discharge of harmful materials to the storm drainage system through inspections, enforcement programs, reduced use of toxic materials, and public education.	PW		Ongoing	DPW staff continue to conduct annual catch basin inspections and street sweeping to reduce stormwater pollutant runoff. DPW has received funding to design, purchase and implement a trash capture device in 2022 at the Kerner Pump Station.	DPW staff continue to conduct annual catch basin inspections and street sweeping to reduce stormwater pollutant runoff. DPW has received funding for the installation of 28 small trash capture devices and partial funding for the design and construction of a few large trash capture devices through MCSTOPPP.
Program C-3.2C	<b>Construction Impacts.</b> Continue to incorporate measures for stormwater runoff control, management, and inspections in construction projects and require contractors to comply with accepted pollution prevention planning practices. Provisions for post-construction stormwater management also should be included.	PW		Ongoing	DPW has applied for funding to purchase and implement a trash capture device in 2022. DPW hired a full time construction inspector in 2022.	DPW requires construction projects to comply with MCSTOPPP best management practice for construction and BASMAA post construction manual.
Program C-3.2D	<b>System Improvements.</b> Improve storm drainage performance through regular maintenance and clean-out of catch basins, a City street sweeping program, and prioritizing Trash Reduction Implementation Plan measures, including installation of trash capture devices. When existing drainage lines are replaced, design changes should be made as needed to increase capacity to handle intensifying storms and expected sea level rise impacts.	PW		Progress	On April 18, 2022, City Council approved a second amendment to the professional services agreement for design and environmental engineering services associated with the MCSTOPPP Kerner pump station trash capture device project.	DPW maintenance staff regularly removes debris from the city's drainage system to ensure it functions as intended during storm events.
Program C-3.2E	<b>Pesticide and Fertilizer Management.</b> On City property, reduce or eliminate the use of toxic pesticides and fertilizers. Ensure that the application of pesticides follows all applicable rules and regulations and is performed through a transparent process in which the public receives early notification.	PW		Ongoing		DPW maintains a certified California pesticide advisor on staff.
Program C-3.2F	<b>Monitoring.</b> Support ongoing water quality testing in San Rafael's creeks and waterways to evaluate the effectiveness of existing programs and determine where additional pollution control measures may be needed.	PW		No Action		
Program C-3.3A	<b>Development Review.</b> Provide guidance to developers, contractors and builders on the use of rain gardens, bioswales and bioretention facilities, permeable pavers, grass parking lots, and other measures to absorb stormwater and reduce runoff rates and volumes.	PW		Ongoing		PW reviews development applications for compliance with current Stormwater quality and hydrology requirements.
Program C-3.3B	<b>Non-Traditional Gardens.</b> Evaluate best practices in the use of roof gardens, vertical gardens/green walls, pollinator gardens and other measures that increase the City's capacity to sequester carbon, plant trees, and enhance environmental quality. Encourage the incorporation of such features in new development.	PW		Ongoing		PW reviews development applications for compliance with current Stormwater quality and hydrology requirements.

**CONSERVATION CLIMATE CHANGE**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program C-3.4A	<b>Green Streets Planning.</b> Develop a Green Streets Plan that includes policy guidance, tools, analytics, and funding mechanisms to create more sustainably designed street and storm drainage systems. Street and drainage system improvements should support City conservation and climate change goals.	Sustainability	PW	No Action		
Program C-3.4B	<b>Funding.</b> Identify and apply for grants and federal, state, and regional funds to upgrade stormwater facilities, rehabilitate roads, and implement other Green Streets initiatives.	PW		Ongoing	DPW continues to solicit, apply for and seek out federal, state, and regional grants to fund all maintenance and CIP projects.	DPW continues to solicit, apply for and seek out federal, state, and regional grants to fund all maintenance and CIP projects.
Program C-3.5A	<b>Underground Tank Remediation.</b> Continue efforts to remediate underground storage tanks and related groundwater hazards. Avoid siting new tanks in areas where they may pose hazards, including areas prone to sea level rise.	PW		Ongoing	DPW removed an underground storage tank located at Fire Station 55 in 2022.	
Program C-3.6A	<b>Water Quality Improvements.</b> Collaborate with the Bay Conservation and Development Commission, State and Regional Water Quality Control Boards, and other agencies to support water quality improvement efforts and the removal of plastics and other trash from the Canal and Bay. Seek funding from organizations such as the San Francisco Bay Restoration Authority for projects that reduce urban runoff.	PW		No Action		
Program C-3.6B	<b>Boat Sanitation and Enforcement.</b> Require consistent enforcement and inspection of sanitation facilities in boats berthed in the San Rafael Canal and elsewhere in Bay waters within the City limits.	Sanitation		No Action		
Program C-3.6C	<b>Sewage Pump Out Facilities.</b> Support marina owners in providing on-site sewage pump-out facilities. Require marinas to install such facilities when improvements are made.	Sanitation		No Action		
Program C-3.6D	<b>Education of Boaters.</b> Educate boaters about good sanitation practices and measures to reduce invasive species with the potential to harm marine and freshwater life.	Sanitation		No Action		
Program C-3.7A	<b>Stenciling of Storm Drains.</b> Continue to stencil storm drains and use other forms of signage and art so that people understand the consequences of pollutant runoff and its impacts on the Bay.	PW		Ongoing	DPW staff continue to place "drains to the Bay" medallions on all City stormwater catch basins.	DPW staff continue to place "drains to the Bay" medallions on all City stormwater catch basins.
Program C-3.7B	<b>Outreach.</b> Support and participate in efforts by the Marin County Stormwater Pollution Prevention Program to raise awareness of the effects of water pollution and ways the public can help improve water quality.	PW		Ongoing		PW staff attends monthly meeting with MCSTOPP to support water quality efforts
Program C-3.7C	<b>Car Wash Facilities.</b> Require the use of recycled water at new commercial car washing facilities.	PW	CDD	No Action		
Program C-3.8A	<b>Water Conservation Programs.</b> Work with Marin Municipal Water District and other organizations to promote water conservation programs and incentives and ensure compliance with state and MMWD regulations, including the provisions of the Urban Water Management Plan (see Policy CSI-4.8 for additional guidance).	PW		No Action		
Program C-3.8B	<b>Public Education.</b> Continue and expand programs to educate residents and businesses about the benefits of water conservation and requirements for plumbing fixtures and landscaping.	PW		No Action		
Program C-3.8C	<b>Reclaimed Water Use.</b> Support the extension of recycled water distribution infrastructure by Las Gallinas Valley Sanitary and MMWD, along with programs to make the use of recycled water more feasible (see Policy CSI-4.12 for additional guidance).	PW		No Action		
Program C-3.8D	<b>Graywater and Rainwater.</b> Encourage the installation of graywater and rainwater collection systems. Explore revisions to building codes that would facilitate such projects where obstacles currently exist.	PW	CDD	No Action		
Program C-3.8E	<b>Reducing Municipal Water Use.</b> 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.	PW		No Action		
Program C-3.9A	<b>Demonstration Gardens.</b> Maintain the Falkirk demonstration gardens illustrating xeriscaping principles and drought-tolerant plant materials.	PW	L&R	Ongoing		Through a partnership with the Marin Master Gardeners, the gardens at Falkirk are maintained to demonstrate different xeriscaping principles and drought-tolerant landscaping.
Program C-4.1A	<b>Marin Clean Energy Targets.</b> Support Marin Clean Energy (MCE) efforts to reach the goal of providing energy that is 100 percent GHG free by 2025.	PW		No Action		

**CONSERVATION CLIMATE CHANGE**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program C-4.1B	<b>PACE Financing.</b> Participate in a Property Assessed Clean Energy (PACE) financing program to fund installation of renewable energy systems, energy efficiency upgrades to existing buildings, and other improvements such as electric vehicle chargers and battery storage. Consider other funding sources to improve local energy generation and storage.	PW		No Action		
Program C-4.1C	<b>Regulatory Barriers.</b> Continue efforts to remove regulatory barriers and provide creative incentives for solar energy installations, such as rooftop solar systems and parking lot canopies. The installation of renewable energy systems that are consistent with the Climate Change Action Plan should be encouraged and accelerated.	CDD (Building)	Sustainability	No Action		
Program C-4.1D	<b>Reducing Natural Gas Use.</b> Pending further financial analysis and community input, implement electrification of building systems and appliances in new buildings and those that currently use natural gas. This should be achieved by requiring new or replacement furnaces and appliances to be electric and utilize fossil free energy.	Sustainability	CDD	Progress	On December 5, 2022 the City Council adopted new Green Building regulations prohibiting the use of natural gas in new construction with limited exceptions. It included a prohibition on expanding gas lines and meters in existing buildings. In spring 2023 staff will bring further existing buildings regulations to Council.	City prepared new web resources and a 2-page "how to electrify your home" document that has been distributed by the City and through Marin Builders Association and others. City is participating in the countywide Building Electrification Plan development.
Program C-4.1E	<b>Municipal Buildings.</b> 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.	PW	Sustainability	No Action	DPW installed 2 charging stations at City Hall, one station at DPW corps yard in 2022. Parking services installed electric charging stations at parking facilities in 2022.	Facility Repair replaced 8 gas water heaters with electric this year funded by a state program at no cost to the City. Public Works is working with Sustainability on studies of Facilities for the installation of EV charging.
Program C-4.2A	<b>Energy Efficiency Outreach.</b> Continue to inform businesses and residents of programs and rebates to conserve energy and weatherize their homes.	Sustainability		Progress	City staff continue to promote these programs and offerings to residents and businesses through our normal outreach channels, including the City Manager's Snapshot, direct mail, the City website, and other means.	City staff continue to promote these programs and offerings to residents and businesses through our normal outreach channels, including the City Manager's Snapshot, direct mail, the City website, and other means.

**CONSERVATION CLIMATE CHANGE**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program C-4.2B	<b>Green Building Standards.</b> Implement State green building and energy efficiency standards for remodeling projects and new construction. Consider additional measures to incentivize green building practices, low carbon concrete, and sustainable design.	CDD (Building)	Sustainability	Ongoing	<p>The Building Division has been working with the County of Marin and other local stakeholders to develop model Green Building "reach codes", which are local building energy code amendments that require greater energy efficiency and reduction of greenhouse gas emissions than the State codes. These happen every three years and this code cycle includes reach codes that require new buildings to be all-electric with some exceptions. Staff is developing a policy snapshot that is in draft form, which you can find by clicking here.</p> <p>On November 7, 2022, the Building Division made a presentation on proposed local amendments or "reach codes" to Green Building requirements regarding energy and electric vehicle infrastructure (CM) and sought feedback from City Council.</p> <p>On November 21, 2022, the City Council adopted an ordinance amending Title 12 (Building Regulations) of the San Rafael Municipal Code amending the 2022 California Green Building Standards Code for Electric Vehicle Chargers and amending the 2022 California Mechanical Code and the 2022 California Plumbing Code to limit fuel gas in existing single family homes and duplexes, and prohibit fuel gas in new construction with limited exceptions.</p>	
Program C-4.2C	<b>Energy Efficiency Incentives.</b> Provide financial incentives, technical assistance, streamlined permitting processes, and partnerships to encourage energy-efficiency upgrades in new and existing buildings. Typical improvements include the use of energy-efficient windows, lighting, and appliances, induction and convection cooking, insulation of roofs and exterior walls, higher-efficiency heating and air conditioning (including electrical heat pump systems), and other projects that lower electricity and natural gas consumption.	Sustainability	CDD	Progress	<p>City staff is investigating the ability to do this as a support mechanism to the Green Building Reach codes referenced in Programs C-4.1D and C-4.2B.</p>	<p>City prepared new web resources and a 2-page "how to electrify your home" document that has been distributed by the City and through Marin Builders Association and others. City is participating in the countywide Building Electrification Plan development. Staff also developed resources to help residents and builders understand incentives more clearly.</p>
Program C-4.2D	<b>Time-of-Sale Energy Audits.</b> Consider requiring energy audits for residential and commercial buildings prior to property sales, including identification of cost savings from energy efficiency measures and potential rebates and financing options. An energy audit is a property inspection that identifies opportunities to improve energy efficiency.	Sustainability	CDD	No Action		
Program C-4.2E	<b>Cool Roofs and Pavement.</b> Encourage the use of materials that minimize heat gain on outdoor surfaces such as parking lots, roadways, roofs and sidewalks.	CDD	Sustainability	No Action		
Program C-4.3A	<b>Innovative Technologies.</b> Apply innovative technologies such as micro-grids, battery storage, and demand response programs that improve the electric grid's resilience and meet demand during high use periods. Encourage emergency battery back-up for power outages in lieu of generators.  <u>See also Policy CSI-4.13 on energy infrastructure</u>	CDD (Building)	Sustainability	Ongoing	<p>The City added battery backup units at several locations and continues to add with reconstruction projects.</p>	
Program C-4.4A	<b>Use of Alternative Building Materials.</b> Evaluate opportunities to amend the City's building codes and zoning ordinances to allow the use of acceptable resource-efficient alternative building materials and methods.	Sustainability	CDD	Ongoing	<p>The City is working with the County of Marin and DPW to utilize low-carbon concrete (LCC) in City projects to evaluate requiring this as part of our Green Building regulations.</p>	
Program C-4.5A	<b>Solar Site Planning.</b> Use the development review process to:  a) Encourage opportunities for passive solar building design and the use of photo-voltaic materials and devices.  b) Review proposed site design for energy efficiency, such as shading of parking lots and summertime shading of south-facing windows.	CDD		No Action		
Program C-4.5B	<b>Solar Access Ordinance.</b> Consider developing a solar access ordinance to protect solar access rights and prevent restrictions on solar energy systems. The ordinance should address potential impacts related to development or modification of existing structures on neighboring properties.	CDD		No Action		

CONSERVATION CLIMATE CHANGE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program C-5.1A	<b>CCAP Updates.</b> Conduct complete updates of the CCAP at least once every 10 years, adjusting programs to achieve updated GHG goals. These goals should align with those adopted by Drawdown Marin, including reductions of 40% below 1990 levels by 2030, 60% below 2005 levels by 2040, and levels conforming to Executive Orders S-03-05 and B-55-18 by 2050. More aggressive goals may be adopted.	Sustainability		Completed	On May 6, 2019, City Council adopted a resolution adopting the San Rafael Climate Change Action Plan 2030.	
Program C-5.1B	<b>Progress Reports.</b> Prepare annual CCAP progress reports, including a list of priority actions. Local climate goals should align with regional goals, including those set through Drawdown Marin.	Sustainability		In Progress	City staff regularly updates Council Sustainability Liaison, reports out to at quarterly community meetings, and conducts annual greenhouse gas inventories in conjunction with the Marin Climate and Energy Partnership.	City staff brought an update on the last two-year priorities to Council September 5, 2023 and prepared a new set of two-year priorities, which Council accepted. <a href="https://publicrecords.cityofsanrafael.org/WebLink/DocView.aspx?id=36261&amp;dbid=0&amp;repo=CityofSanRafael&amp;searchid=31770d83-00e6-47ab-a46a-49d34c630182">https://publicrecords.cityofsanrafael.org/WebLink/DocView.aspx?id=36261&amp;dbid=0&amp;repo=CityofSanRafael&amp;searchid=31770d83-00e6-47ab-a46a-49d34c630182</a>
Program C-5.1C	<b>Quarterly Forum.</b> Continue to hold the CCAP Quarterly Forum, which provides oversight on the implementation progress of sustainability and GHG reduction programs.	Sustainability		Ongoing	The City continued to host quarterly community CCAP forums the 3rd Thursday of the month in January, April, July, and October from 4-6pm at the Community Development Conference Room, 3rd Floor in City Hall, 1400 5th Avenue.	The City continued to host quarterly community CCAP forums the 3rd Thursday of the month in January, April, July, and October.
Program C-5.1D	<b>Funding.</b> Identify funding sources for recommended actions, and pursue local, regional, state, and federal grants. Investigate creation of a local carbon fund or other permanent source of revenue.	Sustainability		In Progress	City staff has received grants for mitigation and adaptation projects and continues to regularly seek funding for priority projects, including assessing Inflation Reduction Act opportunities such as through the Energy Efficiency Conservation Block Grant program.	Staff received additional funding for the sea level rise project, bringing the total to ~\$1.5 million in planning grants. Staff is currently pursuing Inflation Reduction Act opportunities such as through the Energy Efficiency Conservation Block Grant program.
Program C-5.3A	<b>Local Government Agency Involvement.</b> Continue to provide a leadership role with other local governmental agencies to share best practices and successes.	CM		In Progress	City staff participates in regional efforts often taking a leadership role and offering resources to other agencies and community partners, including Marin Climate and Energy Partnership and Institute for Local Government, among others.	City staff frequently take a leading role in regional initiatives, offering resources to various agencies and community partners, including but not limited to the Marin Managers' Association, Marin Climate and Energy Partnership, and the Marin County Council of Mayor's and Councilmembers - Homelessness Committee.
Program C-5.3B	<b>State and Federal Action.</b> Recommend and support State and federal actions to update renewable energy portfolio standards, amend state building codes, and modify motor vehicle standards to reduce GHG emissions and achieve climate goals.	Sustainability	CDD	No Action		
Program C-5.3C	<b>Regional Collaboration.</b> Participate in regional collaborations among public agencies to enact and support new programs or shared improvements which promote or utilize renewable energy sources or reduce energy demand.	Sustainability		In Progress	City participates actively in Marin Climate and Energy Partnership, Zero Waste Marin, and other Countywide efforts such as the Green Building Reach Code Steering Committee.	City participates actively in Marin Climate and Energy Partnership, Zero Waste Marin, and other Countywide efforts such as the Green Building Reach Code Steering Committee.
Program C-5.4A	<b>Low Carbon Municipal Vehicles.</b> As finances allow, continue to shift the City's vehicle fleet to zero emission vehicles and use low carbon fuels as an interim measure until gasoline-powered vehicles are replaced.	PW	Sustainability	Progress	On February 2, 2022, City Council approved the replacement of five patrol cars with hybrid vehicles and two parking enforcement cars with electric vehicles.	Police Department recently purchased two electric vehicles for detectives. City is undertaking an effort to assess facilities for fleet transition across departments and facilities.  Public Works is expecting delivery of two Ford F150 Lightning EV pickup trucks in early 2024 and continues to look for opportunities to switch to zero emission vehicles.
Program C-5.4B	<b>Advancing GHG and Sustainability Efforts.</b> Monitor best practices in sustainability and the transition to GHG-free energy sources and evaluate the feasibility of applying such measures at the local level.	Sustainability		Ongoing		Staff continues to do this and meets regularly with MCE. Councilmember Llorens Gulati sits on the MCE Board.
Program C-5.7A	<b>Public Outreach Campaign.</b> As recommended by the Climate Change Action Plan, 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.	Sustainability		Ongoing	City created SanRafaelClimateAction.org, and actively supports and promotes Resilient Neighborhoods, TAM's Marin Commutes program, Ride and Drive Clean, and other behavior change campaigns.	City created SanRafaelClimateAction.org, and actively supports and promotes Resilient Neighborhoods, TAM's Marin Commutes program, Ride and Drive Clean, and other behavior change campaigns.
Program C-5.7B	<b>Resilient Neighborhoods.</b> Continue participating in the Resilient Neighborhoods program and expand the program to include local businesses (see text box).	Sustainability		Ongoing	City funds Resilient Neighborhoods through the Marin Climate and Energy Partnership, promotes and supports it through numerous means.	City funds Resilient Neighborhoods through the Marin Climate and Energy Partnership, promotes and supports it through numerous means.
Program C-5.7C	<b>Financial Incentives.</b> Continue to raise awareness of savings, rebates and other financial incentives to conserve and recycle.	Sustainability		Ongoing	City continues to promote these offerings and other programs through our normal outreach channels and continually seeks new ways to get the word out.	City continues to promote these offerings and other programs through our normal outreach channels and continually seeks new ways to get the word out.

**CONSERVATION CLIMATE CHANGE**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program C-5.7D	<b>Promote Sustainability Efforts.</b> 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.	Sustainability		Ongoing	City continues to promote these offerings and other programs through our normal outreach channels and continually seeks new ways to get the word out. City co-hosts Earth Day with the Business Improvement District and neighborhood associations.	City continues to promote these offerings and other programs through our normal outreach channels and continually seeks new ways to get the word out. City co-hosts Earth Day with the Business Improvement District and neighborhood associations.

PARKS, RECREATION, OPEN SPACE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program PROS-1.1A	<b>Parks and Recreation Master Plan.</b> 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.	L&R		Progress	The Library and Recreation Department launched the Parks and Recreation Master Plan Process in March 2022 including the creation of Parks & Recreation Master Plan Steering Committee. The City is on track to present the Master Plan to City Council in Spring 2023.	The Library and Recreation Department completed a Citywide Parks & Recreation Master Plan, which was adopted by City Council in April 2023.
Program PROS-1.1B	<b>Capital Improvement Program.</b> Use the Capital Improvement Program to identify funding sources and timing of parks and recreation capital projects.  See also Program PROS-3.3A on an Open Space Management Plan	PW	L&R	Ongoing	Will seek Grant funding in future for Park and Recreational improvement projects when available.	In 2023 the city council adopted the Parks and Recreation Master Plan that prioritize projects based on community input and goals. In addition PW and L&R continue to explore grant funding opportunities to expedite the implementation of the Parks and Recreation Master Plan list.
Program PROS-1.2A	<b>Municipal Code Amendment.</b> 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.	PW	L&R	No Action		
Program PROS-1.2B	<b>Park In Lieu Fees.</b> 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.	CDD	L&R	No Action		
Program PROS-1.2C	<b>Exemptions.</b> To reduce further increases in housing costs, exempt accessory dwelling units and affordable housing units from park in-lieu and dedication requirements. Consider eliminating the existing exemption for market-rate rental housing or adopting a modified fee schedule which considers factors such as unit size and total project size.	CDD		No Action		
Program PROS-1.3A	<b>New Parks.</b> 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.	L&R		Progress		City staff are evaluating a development proposal to build a new park and recreation facility on City property at Windward Way in the Canal neighborhood. City staff are completing feasibility studies.
Program PROS-1.3B	<b>Parks on Former School Sites.</b> 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)	L&R		No Action		
Program PROS-1.3C	<b>Adaptation Projects.</b> Incorporate shoreline access and new recreational amenities in sea level rise adaptation and flood risk reduction projects where feasible.	Sustainability	L&R	Progress	In 2022, the City partnered with the Marin Audobon Society to support their efforts to restore Tiscornia Marsh to better adapt to sea level rise, including the creation of an improved pathway and viewing areas.	In 2023, the City continued to partner with the Marin Audobon Society to support their efforts to restore Tiscornia Marsh to better adapt to sea level rise, including public shoreline access and recreational amenities as part of the design.
Program PROS-1.4A	<b>Park Plan Review.</b> Work with qualified landscape architects, the Design Review Board, the Park and Recreation Commission, and the Planning Commission when preparing and reviewing park master plans and designing park improvements.	L&R	PW	Ongoing	In 2022, the City presented the design for the Sun Valley Park Improvement project to the Park & Recreation Commission. The City has also contracted with qualified landscape architects to support the development of improvement projects at Pickleweed and Sun Valley Parks.	In 2023, the city council adopted the Parks and Recreation Master Plan. The City also presented design plans for the Pickleweed Park Enhancement project to the Pickleweed Advisory Committee and the Park & Recreation Commission for feedback. The City continues to work with qualified landscape architects on the Pickleweed project, and has selected a qualified landscape architect to support in the design of the Peacock Gap Playground Replacement project. In 2023, the city council adopted the Parks and Recreation Master Plan.
Program PROS-1.4B	<b>Community Engagement.</b> Engage the community in park planning and facility development, including all groups and individuals who would be affected by such improvements.	L&R	PW	Progress	In 2022, as part of the Parks & Recreation Master Plan process the City held a series of community meetings, focus groups, and surveys to gather input from the public about how to improve San Rafael parks, recreational facilities and programs. The City also held an outreach event and conducted a survey to gather feedback from the Sun Valley neighborhood on planned improvements to the Sun Valley Park.	In 2023, the City conducted a series of outreach activities in the Canal neighborhood to gather community input on the Pickleweed Park Enhancement Project. This included a multi-lingual survey, pop-up tabling at community events, and presentations to the Pickleweed Advisory Committee and the Park & Recreation Commission.  In 2023 the city council adopted the Parks and Recreation Master Plan. This plan was created in collaboration with the community including community groups, general public meetings and using a statically valid survey.
Program PROS-1.5A	<b>Branding and Signage.</b> 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.	L&R	PW	No Action		This action item was identified in the Parks and Recreation Master Plan recommendations.

PARKS, RECREATION, OPEN SPACE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program PROS-1.6A	<b>Needs Assessment.</b> 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.	L&R		Progress	The Parks and Recreation Master Plan began in 2022 and scheduled to be completed in early 2023. The Plan includes a needs assessment as part of the scope of work.	The Citywide Parks and Recreation Master Plan was completed in 2023 and included a needs assessment.
Program PROS-1.6B	<b>Park Improvements.</b> As part of the Parks and Recreation Master Plan, prepare plans to improve neighborhood and community park facilities. Seek funding to implement these plans.	L&R		Progress	The Parks and Recreation Master Plan began in 2022 and scheduled to be completed in early 2023. The Plan includes recommendations on improvements to neighborhood and community park facilities.	The Citywide Parks and Recreation Master Plan was completed in 2023 and included an assessment of all community park needs and an action plan to prioritize future park improvements.
Program PROS-1.7A	<b>Field Improvements.</b> 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.	L&R		Progress	The Parks and Recreation Master Plan began in 2022 and scheduled to be completed in early 2023. The Plan include an evaluation of local athletic fields as part of the scope.	The Citywide Parks and Recreation Master Plan was completed in 2023 and included an assessment of the City's fields. Converting the Pickleweed Park Soccer Fields to all-weather turf was a top recommendation from the assessment and are a key component of the Pickleweed Park Enhancement project, which is currently in the final design stages.
Program PROS-1.11A	<b>Design for All Users.</b> Engage park users, businesses, residents, and social service providers in the design and management of urban parks to safely accommodate all users, provide universal access, and minimize conflicts.	L&R		Ongoing	In 2022, as part for the Parks and Recreation Master Plan process, the City conducted an ADA assessment of all parks to identify barriers to access.	The Citywide Parks and Recreation Master Plan was completed in 2023 and included an ADA assessment of all parks to identify barriers to access. In 2023, ADA improvements were made as part of the Sun Valley Park Playground project and are included in the scope of work for the Peacock Gap Playground Replacement project.
Program PROS-1.11B	<b>Activating Public Space.</b> Work with cafes, restaurants, and other businesses to activate and maintain urban parks and plazas. This can provide 'eyes on the space,' create a sense of ownership, and facilitate economic vitality by providing space for outdoor dining and vending.	L&R		No Action		
Program PROS-1.12A	<b>Joint Use Agreements.</b> 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.	L&R		No Action		
Program PROS-1.13A	<b>Onsite Recreation Facilities.</b> Continue to implement zoning regulations that require appropriate recreational facilities for residents in new development.	CDD		Ongoing	When the Community Development Department reviewed applications for residential condominiums, staff continued to enforce Section 15.12.060 - Recreational facilities, residential condominiums which require residential condominiums to be designed with recreational facilities.	
Program PROS-1.13B	<b>Rooftop Open Space.</b> Encourage the development of rooftop open space in higher density residential, mixed use, and commercial projects. Such spaces should be designed to minimize the potential for noise, privacy, and light impacts on nearby properties.	CDD		No Action		
Program PROS-1.14A	<b>Commercial Recreation.</b> Consider amending the zoning ordinance to allow a floor area ratio exemption for on-site recreational facilities open to the public.	CDD		No Action		
Program PROS-1.15A	<b>Cost Considerations in New Projects.</b> 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.	PW	L&R	Progress		In the 2023 Citywide Parks and Recreation Master Plan, impacts to operating costs and staff capacity was included as a factor in prioritizing future park and recreation facility improvements. Ease of maintenance and longevity are criteria during construction material selection.
Program PROS-1.15B	<b>Park Stewardship.</b> 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.	PW, L&R		No Action		This action item was identified in the Parks and Recreation Master Plan recommendations.



PARKS, RECREATION, OPEN SPACE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program PROS-1.16A	<b>Park Funding Strategy.</b> 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.	L&R		Ongoing	The Parks and Recreation Master Plan includes an analysis of the City's current funding sources and will develop recommendations for future funding options.	The 2023 Citywide Parks and Recreation Master Plan identified Measure A, which was renewed in 2022, as a critical source of funding for park improvements. In 2023 the City also launched a formal park amenity donation program to encourage private donations for high priority park amenities. The City was awarded a National Park Service Land and Water Conservation Fund Grant award of \$4.2 million to support the Pickleweed Park Enhancement Project.
Program PROS-1.16B	<b>Naming Rights and Sponsorships.</b> Explore opportunities to generate revenue through naming rights, sponsorships, and charitable giving.	L&R		No Action		
Program PROS-1.6C	<b>Sale, Lease, or Contractual Agreements.</b> 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.	L&R		No Action		
Program PROS-1.18A	<b>Sustainable Design.</b> 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 strategies, and be designed to maximize accessibility by pedestrians, bicyclists, and transit users.	Sustainability	L&R	Ongoing		The City is incorporating sustainability principles into the Pickleweed Park Enhancement Project design. The project will reduce water consumption and improve operational efficiency, and increase accessibility to all users.
Program PROS-2.1A	<b>Age-Specific Programs.</b> 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.	L&R		Ongoing	In 2022, the City renewed its agreement with the Goldenaires Senior Organization to provide additional senior programming at the San Rafael Community Center. Both the Library and Recreation divisions continue to offer and grow age-specific programming for youth, teens, and older adults.	In 2023, Library and Recreation continued to offer the Multicultural Older Adult Program and Congregate Meal Program at the Albert J Boro Community Center. Additionally, the City cosponsored free weekly Zumba with Vivalon for adults over 60 years of age, the Parent Services Project's Aprendiendo Juntos program for preschool children and their parents, and provided classroom rental space for the ABC Special Start for parents and preschoolers with special needs. Library & Recreation offered a variety of Older Adult programs and partnerships, including the Goldenaires Senior Organization, the Terra Linda Seniors Program, support for the Age Friendly San Rafael Community Partnership, and Library outreach to Vivalon. Additionally, the Library continued to support the Reading Buddies program and rebooted the Teen Volunteers program.
Program PROS-2.1B	<b>Cultural Competency.</b> Provide culturally competent and inclusive programming that reflects the diversity of San Rafael's population.	L&R		Ongoing	Library and Recreation have continued to expand targeted programming to engage all members of our community, including Spanish speakers, people experiencing homelessness, and families with queer and trans youth. Programs include a weekly bilingual storytime in English and Spanish, a bimonthly virtual ESL conversation club, a Spanish book club, outreach to people experiencing homelessness, outreach to queer people of all ages in Marin, and drag storytimes in partnership with the Spahr Center.	In 2023, the Library continued to offer ongoing bilingual storytime programs, a bimonthly virtual ESL conversation club, and a Spanish book club. The Library also increased bilingual communications to patrons (flyers, social media, emails). The Childcare Program entered a new MOU with San Rafael City School to integrate afterschool childcare programs at the Glenwood campus, leading to a more inclusive program. Additionally, Recreation offered ESL classes at the Boro Community Center; Parent / Toddler education classes co-sponsored with Parent Service Project; Marin Asian Advocacy Project's social gathering at the Albert J Boro Community Center; and supported Age-Friendly San Rafael Partnership Ageism Trainings.
Program PROS-2.2A	<b>Program Evaluations.</b> Monitor and evaluate participation in the City's recreational programs and use this information when developing new programs.	L&R		No Action		

PARKS, RECREATION, OPEN SPACE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program PROS-2.2B	<b>Surveys.</b> 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).	L&R		No Action	In 2022, the Library & Recreation Department launched a Statistically-Valid Survey for Parks and Recreation Master Plan as well as a Communitywide Questionnaire. Both were provided in English, Spanish, and Vietnamese.	
Program PROS-2.3A	<b>Summer Programs.</b> Provide increased programming during periods when children are out of school, including summer youth programs at locations convenient to each neighborhood.	L&R		Ongoing	In 2022, the Library and Recreation Department partnered with San Rafael City Schools and Marin YMCA to implement a free summer camp for up to 75 Canal youth in the summer of 2022. The department also offered a range of summer camps, clinics, and programs at facilities throughout the City. The Library offered book giveaways through our annual Summer Reading Challenge, and dozens of free, summer enrichment programs at all sites for youth of all ages. The Library also partnered with One Tam and Trips for Kids to offer free outdoor education programs for youth at the libraries.	In 2023, the Library and Recreation Department partnered with San Rafael City Schools and Marin YMCA to implement a free summer camp for up to 75 Canal youth in the summer of 2023. The department also offered a range of summer camps, clinics, and programs at facilities throughout the City, including the traditional core of camps and programs as well as offering new programs to meet the needs of the community. The Library offered book giveaways through the annual Summer Reading Challenge, and dozens of free, summer enrichment programs at all sites for youth of all ages. The Library also partnered with One Tam and Trips for Kids to offer free outdoor education programs for youth at the libraries. The Library partnered with schools to distribute summer reading logs this year.
Program PROS-2.4A	<b>Operating Hours.</b> Maintain operating hours that meet public needs and accommodate activities such as child care and after school care.	L&R		Ongoing		
Program PROS-2.6A	<b>User Fees.</b> 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.	L&R		Ongoing	Implemented an updated Recreation and Childcare Master Fee Schedule, which was adopted by City Council in July 2021. Developed and implemented a new Scholarship Program to help offset recreation program costs for low-income residents.	Updated the Master Fee Schedule in February 2023; Updated Childcare Fees in August 2023; Adopted new pilot program fees for Fall/Winter aquatics programs, which will be evaluated in early 2024.
Program PROS-2.10A	<b>Back-Up Power.</b> Maintain back-up power sources at the City's community centers so they remain operational during power outages. Community centers should serve as community gathering places in the event of an emergency or disaster.	FIRE	PW, L&R	Ongoing		An automatic transfer switch as installed at Albert J Boro Center, making backup generator hookup much less complicated. DPW maintains a portable generator that can power Community Centers when needed.
Program PROS-3.1A	<b>Criteria for Open Space Protection.</b> Use the following criteria for identifying and prioritizing open space parcels for future protection (the criteria are not listed in any particular order):  a) Environmental health and safety issues and potential geologic and seismic hazards. b) Aesthetics (visual backdrop or edge, unique site features, shoreline, ridgelines). c) Wildlife resource value (wetlands, creeks and riparian areas, wildlife habitat and movement corridors, and habitat for special status species). d) Ability to sequester carbon and mitigate potential climate-related impacts, including reduction of wildfire hazard, drought resilience, protection from sea-level rise. e) Importance to the community as a whole and/or adjoining neighborhoods. f) Merits of alternative uses. g) Ability to connect existing open spaces. h) Potential for recreational uses and/or environmental education, especially for economically disadvantaged communities. i) Availability of outside (non-City) financial assistance. j) Potential maintenance and management costs and liability exposure for the City. k) Feasibility of protection through zoning, easements, development agreements, and other tools rather than through acquisition.	L&R		Ongoing	In 2022, the City utilized the criteria outlined in the General Plan to evaluate two offers of open space. One offer of open space on Gold Hill was determined to meet the City's criteria for protection and was accepted as City open space in December.	

PARKS, RECREATION, OPEN SPACE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program PROS-3.1B	<b>Open Space Opportunities in New Development.</b> Pursue opportunities to expand the City's open space network when new development is proposed. This can be achieved through such strategies as clustering development, providing buffers and fuel breaks along site perimeters, dedicating on-site parkland, and mitigating project impacts through wetlands restoration or other measures. When potential open space is not contiguous to existing public open space, the preference is to retain it in private ownership. Maintenance agreements for such areas should include a permanent funding mechanism for maintenance and rehabilitation, follow sound ecological principles, and be enforceable by the City in the future.	L&R	CDD	No Action		
Program PROS-3.1C	<b>Priority Conservation Areas.</b> Explore the feasibility of Priority Conservation Areas (PCA) designations for large areas of contiguous private open space in the San Rafael Planning Area. The PCA designation recognizes the significance of these areas as open space and provides support for their long-term conservation. Owner consent shall be obtained before an application for a PCA is submitted to ABAG.	CDD		No Action		
Program PROS-3.1D	<b>Aquatic Open Space.</b> Consider formal designation of a San Rafael Bay Aquatic Open Space in the waters off the city's shoreline. Compatible conservation and recreational uses such as fishing, kayaking, and paddle boarding should be encouraged in this area.	L&R	CDD	No Action		
Program PROS-3.2A	<b>Management Prescriptions.</b> Develop management prescriptions for different types of open space that recognize their capacity for improvements, access limitations, natural hazard levels, biological resources, and other physical characteristics (Note: this should be done as part of Program PROS-3.3A, listed below).	FIRE	L&R, PW	No Action		

PARKS, RECREATION, OPEN SPACE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program PROS-3.3A	<p><b>Open Space Management Plan.</b> Work collaboratively with residents, environmental organizations, fire departments, and land management agencies such as Marin Municipal Water District, Marin County Parks and Open Space District, and California State Parks to develop an Open Space Management Plan. The Plan should address appropriate uses of open space in the Planning Area, along with provisions for ongoing maintenance and improvement. It should include six areas of focus:</p> <p>a) Recreation, including appropriate access points, parking and staging areas, wayfinding and interpretive signage, existing and future trail alignments, and guidelines for the location of amenities such as picnic tables and benches.</p> <p>b) Habitat Protection, including enhancing natural habitats, mitigating the impacts of human activities and climate change on plant and animal life, and preserving natural ecological functions.</p> <p>c) Hazard reduction, in accordance with ecologically sound practices and wildfire science, including removal of highly flammable invasive species, emergency access, and erosion control. This should be closely coordinated with ongoing efforts by the San Rafael and Marin County Fire Departments, Marin Wildfire Prevention Authority, CalFIRE, and non-profit organizations such as FireSafe Marin.</p> <p>d) Green infrastructure, including the capacity of open space areas to sequester carbon, absorb runoff, maintain water quality, mitigate climate change impacts, protect and enhance native biodiversity, and improve resilience.</p> <p>e) Public education, including interpretive facilities.</p> <p>f) Funding, including operating costs and capital projects, and options for</p>	FIRE	PW, L&R	Progress	The Fire Department participated in ongoing efforts relating to vegetation and fuel reduction work.	
Program PROS-3.4A	<b>Diseased Vegetation.</b> Work with resource agency experts to address tree pathogens and to remove hazardous vegetation and harmful invasive plants.	FIRE		Ongoing	Ongoing within the scope of fires wildfire prevention efforts.	
Program PROS-3.4B	<b>Illegal Encampments.</b> Continue to work with private and public property owners to identify and remove illegal encampments in open space areas. Provide a clear method for the public to report encampments when they are observed and work with Marin County Health and Human Services to help those in encampments find housing.	CDD	FIRE, PW, PD	Ongoing	Ongoing in collaboration with PD and Fire.	Ongoing in collaboration with PD, CDD, PW, and Fire.  The City's Encampment Resolution grant funding in collaboration with St Vincent de Paul case management services has supported housing 13 individuals from San Rafael encampments, 75% of their caseload.
Program PROS-3.5A	<b>Appropriate Use of Private Open Space.</b> When land is set aside as permanent open space in a private development or is dedicated to a public agency as open space, specify enforceable use limitations such as restrictions on structures, plant materials, and fences.	L&R		No Action		
Program PROS-3.6A	<b>Access Points.</b> Use the development review process to identify open space access points and required features such as signage, trailheads, and parking.	L&R	CDD, PW	No Action		PW involvement as needed.
Program PROS-3.7A	<b>Coordination with Other Jurisdictions.</b> Continue to work with the public agencies managing open space within the San Rafael Planning Area to coordinate and implement City and County wildfire action plans, habitat conservation programs, and recreation improvements.	FIRE	CDD, L&R	Ongoing		
Program PROS-3.8A	<b>Citywide Trails Map.</b> Develop—or assist volunteers with developing—a citywide trail map, building on work that has already been done by local advocacy groups.	L&R		No Action		

PARKS, RECREATION, OPEN SPACE

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program PROS-3.8B	<p><b>Trails Master Plan.</b> 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.</p> <p>See also Mobility Element Program M-6.4A regarding an Urban Trails Master Plan</p>	L&R		Progress		The City appropriated \$100,000 of Measure A funds as part of the Fiscal Year 2024 budget to support the creation of an open space trails existing condition and feasibility study.
Program PROS-3.10A	<p><b>Public Education.</b> Continue outreach and public education on open space management, including wildfire prevention, stormwater management requirements, predatory animal control, climate change, and coordination between public and private property owners. Also, conduct periodic user surveys to better understand the needs and interests of open space visitors and determine which areas may require further attention.</p>	FIRE	L&R	No Action		
Program PROS-3.10B	<p><b>Interpretive Facilities.</b> Encourage the development of interpretive trails, nature centers, signage, and similar features that educate San Rafael youth and adults about the natural environment, best practices in conservation, and the value of open space. This should include information about the historic value of open space, including past uses of individual sites (such as mining, logging, military defense, farming, and hunting).</p>	L&R		Ongoing	Supporting the Audobon Society in the development of the Tiscornia Marsh project, which will include the development of interpretive signage for the pathway around Pickleweed Park.	Supporting the Audobon Society in the development of the Tiscornia Marsh project, which will include the development of interpretive signage for the pathway around Pickleweed Park.

**SAFETY RESILIENCE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program S-1.1A	<b>LHMP Mitigation Action Plan.</b> Implement the Mitigation Action Plan in the LHMP. The City will consider opportunities to advance each action through operating procedures, development approvals, budgets, public education, and capital improvement projects.	FIRE		Progress	Action Plan will be developed once the Multi-Jurisdictional Local Hazard Mitigation Plan (MJ-LHMP) is completed.	Items have been submitted to Marin OEM/County as part of the MJLHMP update. Implementation is ongoing and funding dependent.
Program S-1.1B	<b>Mitigation Program Funding.</b> Develop an overall funding strategy to prioritize and pursue mitigation projects, including identification and tracking of grants and regular coordination with FEMA and State hazard mitigation agencies.	FIRE		Progress	On June 21, 2022, City Council adopted a resolution authorizing Administrative Services Director, Fire Chief, Deputy Director of Emergency Management, Director of Public Works, and City Manager each to execute all documents required to accept and obtain hazard mitigation and pre-disaster mitigation grant funding for a period of three years.	A HMGP grant for fuel mitigation work was completed this year. Staff continue to look for additional grant funding opportunities.
Program S-1.1C	<b>LHMP Updates.</b> Periodically update the Local Hazard Mitigation Plan to reflect new data, technology, available resources, partnership opportunities, and state and federal requirements.	FIRE		Progress	In late 2022, the City of San Rafael officially became a participating jurisdiction in the Multi-Jurisdictional Local Hazard Mitigation Plan (MJ-LHMP) which is being led by the County of Marin via an external consulting firm. The San Rafael Fire Department / Office of Emergency Services (OES) has been the lead on behalf of the City of San Rafael by acting as part of the MJ-LHMP Steering Committee and Planning Team. There have been a total of three (3) planning meetings led by the County and two (2) internal working group meetings within the City of San Rafael.  San Rafael's Local Hazard Mitigation Plan (LHMP) was last updated June 2017.	Update has been completed and is with Marin OEM and CalOES for review and approval. Anticipated adoption in early 2024
Program S-1.2A	<b>Entitlement Process.</b> Use the entitlement process to evaluate the potential for hazards and to require appropriate mitigation measures and approval conditions.	CDD		Ongoing	The Planning Division continued to use the entitlement process to evaluate the potential for hazards and to require appropriate mitigation measures and approval conditions.	The Planning Division continued to use the entitlement process to evaluate the potential for hazards and to require appropriate mitigation measures and approval conditions.
Program S-1.2B	<b>Use of Hazard Maps in Development Review</b> Review slope stability, seismic hazard, flood hazard, sea level rise, wildfire, and other environmental hazard maps when development is proposed. Update hazard maps to include data collected during development review and other studies. Measures to adequately mitigate mapped hazards should be identified prior to project approval.  See also Policy LU-1.8 on clustering. See the Conservation/Climate Change Element for policies relating to air quality and development suitability.	FIRE	Digital, CDD, Sustainability	Progress	San Rafael Fire Department partnered with Ross Valley Fire District to come up with "Emergency Alert" Maps that would serve useful for operational planning purposes ahead of an evacuation. These maps incorporate County-wide data which include San Rafael and have also been matched with Marin Sheriff's Evacuation Zones as reflected on Zonehaven.	Reviewing flood hazards for properties within the Special Flood Hazard Area is already standard practice within the City. This year the Sea Level Rise Prediction Map was also uploaded to the City's Open Data Portal to make that information more visible. While not part of the formal development review process, it is available to inform property owners. There is ongoing progress with evacuation modeling via the MWPA.
Program S-1.3A	<b>Critical Facilities in Vulnerable Areas.</b> Prepare a Public Facility Vulnerability Assessment to identify City buildings and other infrastructure that are susceptible to environmental hazards. Measures should be taken to avoid extraordinary maintenance and operating expenses associated with hazardous conditions and minimize damage	Sustainability		Progress		This year the City secured state funding from the Office of Planning and Research to assess the vulnerability of critical facilities to flooding amplified by relative sea level rise.
Program S-1.4A	<b>LHMP Amendments.</b> Amend local emergency preparedness documents as needed to address public health emergencies, including communication protocol, emergency operating procedures, and provisions for sheltering-in-place.	Sustainability		No Action		City Council adopted the 2023 City Emergency Operations Plan. An EOC Handbook and Storm/Flooding Playbook were developed. A Wildfire Playbook is being started and expected to be completed by mid-2024.
Program S-1.4B	<b>Pandemic Response and Recovery.</b> Monitor and update data to support response and recovery to the COVID-19 pandemic. Such data should consider immediate and long-term impacts on housing, jobs, equity, local retail, parks and open spaces, health care, social services, the	CM		Progress	The economic recovery efforts to support San Rafael businesses impacted by the COVID-19 pandemic has taken many iterations over the past two years. The short-term objectives were to help businesses stay afloat. Immediate relief programs included small	The City officially lifted the COVID-19 state of emergency on <b>May 11, 2023</b> .  The City will continue to monitor information from the Marin County
Program S-2.1A	<b>Seismic Design.</b> Adopt and enforce State building codes which ensure that new or altered structures meet the minimum seismic standards set by State law. State codes may be amended as needed to reflect local conditions.	CDD (Building)		Ongoing		

**SAFETY RESILIENCE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program S-2.1B	<b>Geotechnical Review.</b> Continue to require soil and geologic hazard studies and peer review for proposed development as set forth in the City's Geotechnical Review Matrix (See Appendix F and text box at right). These studies should determine the extent of geotechnical hazards, optimum design for structures and the suitability and feasibility of proposed development for its location, the need for special structural requirements, and measures to mitigate any identified hazards. Periodically review and update the Geotechnical Review Matrix to ensure that it supports and implements the Local Hazard Mitigation Plan by identifying potentially hazardous areas. Consider removing the procedures from the General Plan and instead adopting them as part of the Zoning Ordinance or through a separate resolution.	CDD (Building)		Ongoing		
Program S-2.1C	<b>Earthquake Hazard Study.</b> As recommended by the Local Hazard Mitigation Plan, complete an Earthquake Hazard Study that examines geologic hazards in the city.	Sustainability		Progress		This year Sustainability and CD commissioned a small study looking at the seismic hazards that may impact multifamily housing in the Canal District including looking for certain building attributes (tuck under parking, soft story potential, and evidence of seismic retrofits) that may increase or decrease that risk.
Program S-2.2A	<b>Landslide Mitigation and Repair Projects.</b> Undertake landslide hazard mitigation and repair projects, as outlined in the LHMP. These projects include a landslide identification and management program, repair of the Fairhills Drive landslide, and repair of the Bret Harte sewer easement.	PW	SRSD	Ongoing		Bret Harte sewer easement work is under SRSD and is ongoing
Program S-2.3A	<b>Seismic Safety Building Reinforcement.</b> Enforce State and local requirements for reinforcement of existing buildings, including the city's remaining unreinforced masonry (URM) buildings.	CDD (Building)		Ongoing		
Program S-2.3B	<b>Soft-Story Building Mitigation Plan.</b> Complete a citywide assessment of soft-story buildings and develop a mitigation strategy and cost-benefit analysis to modify these structures to reduce their potential to collapse during an earthquake.	CDD (Building)		No Action		
Program S-2.4A	<b>Inspection List.</b> Develop and maintain a list of facilities that would be inspected after a major earthquake, including City-owned essential or hazardous facilities. Facilities on the list should be prioritized for inspection-scheduling purposes.	CDD (Building)		No Action		
Program S-2.5A	<b>Erosion and Sediment Control Plans.</b> Require Erosion and Sediment Control Plans (ESCPs) for projects meeting the criteria defined by the Marin County Stormwater Pollution Prevention Program, including those requiring grading permits and those with the potential for significant erosion and sediment discharges. Projects that disturb more than one acre of soil must prepare a Stormwater Pollution Prevention Plan, pursuant to State law.	PW		Ongoing	Construction projects are required to comply with Marin County Stormwater Pollution Prevention Program guidelines and best management practices for construction.	Construction projects are required to comply with Marin County Stormwater Pollution Prevention Program guidelines and best management practices for construction.
Program S-2.5B	<b>Grading During the Wet Season.</b> Avoid grading during the wet season due to soil instability and sedimentation risks, unless the City Engineer determines such risks will not be present. Require that development projects implement erosion and/or sediment control measures and runoff discharge measures based on their potential to impact storm drains, drainageways, and creeks.	PW		Ongoing	Construction projects, including grading work, are required to comply with Marin County Stormwater Pollution Prevention Program guidelines and best management practices for construction.	Construction projects, including grading work, are required to comply with Marin County Stormwater Pollution Prevention Program guidelines and best management practices for construction.

**SAFETY RESILIENCE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program S-2.5C	<b>Sediment Use.</b> Explore the use of sediment from human activities such as dredging and natural processes such as erosion for wetlands restoration and shoreline resiliency projects.	PW		No Action		
Program S-3.1A	<b>Incorporate into City GIS.</b> Incorporate the Sea Level Rise Prediction Map into the City's Geographic Information System (GIS) map and utilize GIS as a publicly accessible tool for tracking flooding and sea level rise hazards.	Sustainability	Digital	Completed		Digital and Sustainability worked to post the GIS layer that represents the sea level rise prediction map onto the publicly-facing open data portal so it is freely available to the public.
Program S-3.1B	<b>Periodic Update of Sea Level Rise Prediction Map.</b> Review sea level rise data at least once every five (5) years to determine the need for Map updates.	Sustainability	Digital	Ongoing		Sustainability is undergoing technical work to review this map and identify the need for potential updates to reflect the most current elevation data.
Program S-3.1C	<b>Sea Level Rise Overlay Zone.</b> Adopt an "overlay zone" on the City Zoning Map incorporating the Sea Level Rise Projection Map. The "overlay zone" shall include land use regulations for site planning and a minimum construction elevation that reflects flooding and sea level rise data.	Sustainability	Digital	Progress		The GIS layer that corresponds to the Sea Level Rise Projection Map was posted on the City's Open Data Portal.
Program S-3.2A	<b>Coordination with County of Marin.</b> Coordinate with the County of Marin on updating data related to increased flooding and sea level rise. Utilize the County of Marin Bay Waterfront Adaptation & Vulnerability Evaluation (BayWAVE) as the basis for all City-prepared documents and plans addressing and adapting to increased flooding and sea level rise.	Sustainability		Progress		The City continues to coordinate with the County through on-going participation in BayWAVE and through technical coordination on the sea level rise adaptation planning efforts. The County is a key partner on that effort.
Program S-3.3A	<b>Residential Building Resale (RBR) Reports.</b> Revise the RBR Report template to include a disclosure of potential property risk due to increased tidal flooding and sea level rise. Utilize the Sea Level Rise Prediction Map for confirming property vulnerability. Work with realtors and property owners to implement this requirement.	Sustainability		No Action		
Program S-3.4A	<b>Development Projects.</b> Where appropriate, require new development, redevelopment projects, and substantial additions to existing development to consider and address increased flooding and sea level rise impact, and to integrate resilience and adaptation measures into project design.	CDD		Ongoing	The Community Development Department continued to require new development, redevelopment projects, and substantial additions to existing development to comply with FEMA base flood elevation requirements.	The Community Development Department continued to require new development, redevelopment projects, and substantial additions to existing development to comply with FEMA base flood elevation requirements.
Program S-3.4B	<b>Capital Projects and Roadways.</b> Prepare a guidance document to address increased flooding, sea level rise impacts, and adaptation measures into the City's capital projects and planning process. This should include strategies to identify and evaluate the costs, benefits and potential revenue sources for elevating or redesigning low-lying roadways and critical infrastructure. If the life of a public improvement in a vulnerable area extends beyond 2050, adaptation measures should be incorporated.	Sustainability	PW	No Action		The Sustainability team is conducting a sea level rise feasibility study, which aims to develop recommendations for addressing sea level rise through a collaborative effort involving the community, technical experts, and other effected parties.



**SAFETY RESILIENCE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program S-3.4C	<b>Coordination with Utilities and Services.</b> Coordinate with the utilities and services that have infrastructure and facilities in vulnerable areas (for example: wastewater treatment plants) to ensure that sea level rise information and goals are consistent with the City's goals, and that infrastructure/utilities projects address and plan for increased flooding and sea level rise.  <i>See also Policies CSI 4.6 and M.7.11 addressing sea level rise impacts on</i>	Sustainability	PW	Progress		Grant funding was secured this year to conduct a vulnerability assessment of critical facilities and that work will include coordination with the utility operators and managers to discuss that vulnerability and potential steps to reduce it.
Program S-3.5A	<b>Code Amendments for Floor Elevation.</b> Update and adopt zoning, building and public works code requirements to establish and mandate a minimum finished floor elevation for new development, redevelopment and substantial additions to existing development. Consider adopting a minimum, finished floor elevation requirement of +3 feet above the FEMA 100-year flood elevation requirement.[1]	CDD (Building)	PW	Progress		LiDAR assessment is capturing all facility 1st floor elevations for cataloging and can assist in future code amendment planning
Program S-3.5B	<b>Ground Elevation Surveys.</b> Perform periodic ground elevation surveys in the Sea Level Rise vulnerability zone. The result of the surveys should be considered when developing projects to reduce coastal flooding potential.	Sustainability		Progress		Grant funding was secured this year to address some data gaps on the shoreline elevations. Additional work was completed to update the sea level rise vulnerability maps with more current ground elevations from the 2019 LiDAR. Additionally Public Works has contracted additional services for ground-based measurement of elevations that will be available in the next year or two.
Program S-3.5C	<b>Title 18 Flood Protection Standards.</b> Evaluate and revise Title 18 of the Municipal Code (Protection of Flood Hazard Areas) to address anticipated sea level rise, increases in rainfall intensities, and any changes related to Federal or regional flood reduction criteria.	Sustainability	City Attorney	No Action		
Program S-3.5D	<b>National Flood Insurance Program (NFIP).</b> Continue to comply with the federal NFIP by maintaining a flood management program and flood plain management regulations. In addition, develop and periodically update a Community Rating System (CRS) to notify residents of the hazards of living in a flood area, thereby reducing local flood insurance rates.	Sustainability		Ongoing		The City continues to comply with the National Flood Insurance Program and is engaging in public outreach to inform residents of the risks of living in the flood zone.
Program S-3.6A	<b>Sea Level Rise Adaptation Plan.</b> Prepare and adopt an adaptation plan addressing increased flooding and sea level rise. The adaptation plan shall include the following components:  a) Sea Level Rise Projection Map, to be used as the basis for adaptation planning. b) Coordination with local, county, state, regional and federal agencies with bay and shoreline oversight, major property owners, and owners of critical infrastructure and facilities in the preparation of the adaptation plan. c) An outreach plan to major stakeholders and all property owners within the vulnerable areas. d) An inventory of potential areas and sites suitable for mid- to large-scale adaptation projects (see Appendices D and E for more information) e) A menu of adaptation measures and approaches that could include but not be limited to: o Managed retreat, especially on low-lying, undeveloped and underdeveloped sites; in areas that are permanent open space; and in areas that are environmentally constrained. Transfer of development rights from such areas should be encouraged. o Innovative green shoreline protection and nature-based adaptation measures such as wetlands and habitat restoration, and horizontal levees where most practical and feasible. o Hard line armoring measures (sea walls, levees, breakwater, locks, etc.) in densely developed areas to minimize the potential for	Sustainability		Progress	Building off the more current resources and utilizing the BayWAVE Vulnerability Assessment as a foundation, City staff has prepared the Flood Risk & Sea Level Rise Adaptation Report, which has been incorporated into General Plan 2040. The purpose of this report is to "set the stage" in providing initial guidance on how an adaptation plan is to be developed and what is to be included in the plan. The report presents the following suggestions for developing an adaptation plan:  1. Establish clear objectives through a community-based process 2. Utilize Adaptation Land Use Planning – Guidance for Marin County Local Governments 3. Identify policy and regulatory measures 4. Identify the appropriate adaptation tools and strategies 5. Identify financing measures and funding sources for implementation	A robust sea level rise adaptation planning process is underway with a number of partners including the County, Canal Alliance, UC Berkeley, and the Multicultural Center of Marin. More information can be found at <a href="http://www.cityofsanrafael.org/adaptation">www.cityofsanrafael.org/adaptation</a>
Program S-3.6B	<b>Partnerships.</b> Foster, facilitate and coordinate partnerships with the County of Marin, other effected agencies and utilities, property owners, and neighborhood groups/organizations on planning for and implementing adaptation projects.	Sustainability		Progress		Work is underway to deepen these partnership and coordination as part of the on-going sea level rise adaptation project that is underway currently. This project includes formal partnerships with UC Berkeley, the County, Canal Alliance, and the Multicultural Center of Marin.
Program S-3.6C	<b>Countywide Agency/Joint Powers Authority.</b> Work with the County of Marin to facilitate the formation of a centralized countywide agency or joint powers authority to oversee adaptation planning, financing and	Sustainability		Progress		The City continues to participate in the County's BayWAVE program and has participated in discussions exploring governance models and financing tools that may be appropriate for implementing. The City

**SAFETY RESILIENCE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program S-3.7A	<b>Levee Improvement Plans.</b> Assess existing levees, berms, and flood control systems to identify reaches with the greatest vulnerability. Develop improvement plans based on existing conditions and projected needs, as documented in adaptation plans. This should include improvement studies for the Spinnaker Point levee, as recommended by the LHMP, and the Canalways levee along San Rafael Bay.	PW	Sustainability	Progress		Sustainability used subsidence data to explore how the levees may be affected by settlement. This analysis also included identifying areas where differential settlement may be affecting existing levees. Staff also participated in a workshop hosted by the Army Corps of Engineers on best practices for levee owners and managers.  DPW has continued coordination with Marin Audubon Society on its Tiscornia Marsh Restoration project which will significantly improve the flood protection level of the levees adjacent to the City's Pickleweed Park. This project will play an important role in the City's overall efforts to address sea level rise.
Program S-3.7B	<b>Financing Levee Improvements.</b> Coordinate with property owners; residents and businesses; federal, state, and regional agencies; utilities; and other stakeholders to evaluate potential methods of improving levees and funding ongoing levee maintenance, including assessment or maintenance districts. The cost and fiscal impacts of levee improvements should be evaluated against potential benefits and costs and consequences of inaction.	PW	Sustainability, City Clerk, ED	Progress		ED department through technical consultant are evaluating feasibility of an Enhanced Infrastructure Financing District (EIFD). Analysis ongoing and will carry forward to 2024. The EIFD is a financing tool for infrastructure improvements and could be utilized for sea level rise among other capital improvement projects.  The City has contracted an engineering firm to support evaluation of
Program S-3.8A	<b>Storm Drainage Improvements.</b> Consistent with Countywide and regional stormwater management programs, require new development with the potential to impact storm drainage facilities to complete hydrologic studies that evaluate storm drainage capacity, identify improvements needed to handle a 100-year storm, and determine the funding needed to complete those improvements.	PW		Ongoing	In 2022, DPW staff began working on a Stormwater Master Plan for the City, that will identify a long term plan for stormwater management in the City for several years to come.	DPW continued to work on the stormwater master plan in 2023 and will continue into 2024.
Program S-3.8B	<b>Green Infrastructure Guidelines.</b> Evaluate potential measures to more sustainably manage stormwater, erosion, and improve water quality associated with urban runoff. This includes improvements such as rain gardens and permeable pavement, which attenuate flooding downstream and provide ecological benefits.	PW		No Action		
Program S-3.9A	<b>Incremental Flood Control Improvements.</b> Where needed and possible, new development/redevelopment projects shall include measures to improve area flood protection. Such measures would be identified and required through the development review process.	PW	CDD	Ongoing		All new development projects, including substantial improvements to existing properties, located in flood zones are required to upgrade flood control measures to be compliant with FEMA standards as part of permit review process.

**SAFETY RESILIENCE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program S-3.9B	<b>Flood Hazard Mitigation Projects.</b> Undertake flood hazard mitigation projects as outlined in the Local Hazard Mitigation Plan, including sewer relocation and replacement, pump station rehabilitation, corrugated metal pipe replacement, and improvements to flood-prone streets such as Beach Drive.	PW	SRSD	Ongoing	In 2022, DPW staff have secured funding for the construction of the San Quentin Pump Station, which will substantially increase flood hazard mitigation efforts in southeast San Rafael.	In 2023, construction began on the San Quentin pump station and is projects to be completed in 2024. Public Works continues to maintain its 11 pump stations for flood protection. Public Works has identified and replaced a number of corrugated metal pipes throughout the city and will continue to do so in 2024.
Program S-3.9C	<b>Restoration and Dredging Projects.</b> Implement restoration and dredging projects that will increase stormwater drainage capacity and reduce flood hazards. As noted in the LHMP, this could include restoration of the Freitas Parkway flood channel and dredging of Gallinas Creek and the San Rafael Canal.	PW		Progress	In 2022, DPW initiated a joint Citywide Dredging project in conjunction with the US Army Corps of Engineer's Dredging project in the San Rafael Canal.	Dredging of the San Rafael Canal was completed in 2023, and the City continues to facilitate ongoing dredging operations with US Army Corps of Engineers and private property owners along the waterway under the City's umbrella dredging permit.
Program S-4.1A	<b>Wildfire Prevention and Protection Action Plan.</b> Implement the Wildfire Prevention and Protection Action Plan (August 2020) in a manner consistent with the direction provided by the San Rafael City Council.	FIRE		Ongoing	Ongoing with significant progress relating to defensible space, open space management, public education, and evacuation improvements	Progress continues with funding from the MWPA including a focus on Defensible Space and enforcement of updated Citywide Vegetation Standards, improvements to evacuation routes, and increased public education and open space fuel management.
Program S-4.1B	<b>Fire Hazard Maps.</b> Maintain maps identifying potential fire hazard areas in San Rafael. Use these maps for vegetation management and planning purposes.	FIRE	Digital	Ongoing	Staff continually reference, and as applicable update, fire hazard and fire mitigation projects maps. Cal Fire released their updates fire severity zone maps at the beginning of 2023.	New modeling provides additional mapping tools through the MWPA.
Program S-4.1C	<b>Fire Protection Ordinance.</b> Continue to implement Municipal Code standards to reduce fire hazards in areas, including vegetation management requirements and the designation of a Wildland-Urban Interface (WUI) Zone. Periodically update these standards and the WUI map to implement Wildfire Action Plan measures and other programs to further reduce wildfire risks.	FIRE	City Attorney	Progress	Citywide vegetation standards have been adopted. Staff began dedicated enforcement efforts of SRMC 4.12 in 2022 and continue into 2023 with significant progress in reducing the most significant community hazards.	Ongoing efforts to enforce SRMC 4.12. Enforcement has resulted in over 89% compliance.
Program S-4.1D	<b>Wildfire Fuel Breaks.</b> Where necessary, create new fuel interruption zones in Wildland Urban Interface areas and maintain and expand zones that are already in place. Highly flammable exotic vegetation should be strategically removed in these areas to slow the spread of wildfire and reduce threats to homes.	FIRE	Digital	Ongoing	Ongoing with significant work completed in collaboration with other land owning partners.	Ongoing open space management and fuel reduction has included work in open space near homes, along fire roads, and invasive
Program S-4.1E	<b>Goat Grazing.</b> Continue the use of goat grazing on lands where native vegetation will not be harmed through cooperative relationships with contractors and public agencies.	FIRE		Ongoing	Annual project that is ongoing.	
Program S-4.1F	<b>Encampment-Related Hazards.</b> Work collaboratively with service providers for homeless residents and other partners to reduce fire hazards associated with illegal encampments and campfires. Consider partnerships to employ unsheltered residents in vegetation management work.	FIRE	CDD	Ongoing	Ongoing, including vegetation removal in encampment sites. PD Rangers continue to monitor open space and notice illegal encampments for removal.	In 2023, the City conducted fire hazard inspections and noticing of hazards at encampments. There has been successful collaboration with those in encampments to remedy and clear the violations. The City has also provided replacement tents when hazardous structures are removed. PD Rangers continue to monitor open space and notice illegal encampments for removal.

**SAFETY RESILIENCE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program 4.1G	<p><b>Open Space and Forestry Management.</b> Develop science-based open space and forest management plans to reduce fuel loads, maintain fuel breaks, replace highly flammable species with native species, and increase the health and carbon sequestration potential of open space lands.</p> <p>See the Parks, Recreation, and Open Space Element for additional policies and programs on open space management.</p>	FIRE	L&R	Ongoing	Initial focus of hazard reduction via removal and thinning continues. Restoration and plans are in progress.	
Program S-4.2A	<p><b>Reduction of Structure Hazards.</b> Implement measures to reduce wildfire hazards to existing structures, including fire-resistant landscaping and building materials, protected vents and gutters, phasing out wood shake roofs, vegetation management around structures, limits on highly</p>	FIRE		Progress	On May 2, 2022, City Council adopted an Ordinance Amending Chapters 12.200 and 12.255 of the San Rafael Municipal Code to make local amendments to California Building Codes to require that wood roofing be replaced by May 31, 2022 and set public	
Program S-4.2B	<p><b>Tree Maintenance.</b> Undertake a tree safety maintenance program to maintain the health and safety of trees along public roadways and minimize safety impacts from trees falling in road rights of way.</p> <p>See the Conservation Element and Community Design Element for additional policies on trees</p>	PW		Progress		LIDAR assessment is underway in 2023, which includes capturing street tree data to support a Citywide tree inventory and proactive care options for street trees.
Program S-4.2C	<p><b>Public Education on Fire Resilience and Response.</b> Improve public education and awareness about fire-safe structures and landscaping. This should include demonstration projects that help property owners understand what species to remove and what to plant, and how to make their homes more fire-resistant. Education programs also should address actions to be taken in the event a fire is approaching, including warnings, evacuation routes, shelters, and provisions for “go bags” and personal safety.</p>	FIRE		Progress	San Rafael Fire Department / Office of Emergency Services (OES) has strengthened this area by way of providing targeted public education and outreach on Fire Resilience/Preparedness. OES developed the 1Hr 2Get Ready learning approach to better engage with residents and highlight critical aspects that improve an individual's ability to be ready ahead of an emergency/disaster. Public outreach focused on wildfire preparedness is intensified during the wildfire season.	
Program S-4.3A	<p><b>Fire Hazard Mitigation in New Development.</b> Through the development review process, require appropriate mitigation measures such as fire preventive site design, landscaping and building materials, and the use of fire suppression techniques such as interior and exterior sprinklers. Before adopting new Code standards and requirements, consider and disclose their potential costs to applicants relative to the benefits they may provide.</p>	FIRE		No Action		
Program S-4.3B	<p><b>Development Review for Emergency Response.</b> Review development applications in fire prone areas to ensure adequate emergency vehicle access, and adequate water pressure and supply for fire-fighting purposes (see also Goal CSI-4).</p>	FIRE		Ongoing	San Rafael is participating in the County Wide evacuation study through the MWPA.	
Program S-4.3C	<p><b>Wildfire Prevention Funding.</b> Develop new partnerships, revenue opportunities, and funding avenues for wildfire prevention and hazard abatement.</p> <p>See also Program S-6.7A on additional emergency egress roads in</p>	FIRE		Ongoing	Nearly 4 million a year available via Measure C/MWPA. Continued efforts to acquire grants.	
Program S-5.2A	<p><b>CUPA Program.</b> Continue to participate in the Certified Unified Program Agency (CUPA) program. The CUPA's responsibilities shall include overseeing the investigation and closure of contaminated underground storage tank sites.</p>	PW		Ongoing		When tanks are discovered, the City works with the County to remove and mitigate any contaminants through the County processes. Two tanks have been discovered and removed in the last two years.

**SAFETY RESILIENCE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program S-5.3A	<b>Inventory of Existing Hazards.</b> Work with State and County GIS data to identify existing hazardous materials permit holders near schools, evaluate relative risk levels, and determine actions in the event of an accidental release. This data should be used to evaluate risk levels and develop measures to ensure the safety of students and school staff where necessary.	Sustainability		No Action		
Program S-5.3B	<b>Reducing Hazards Near Schools.</b> Consistent with CEQA and the California Public Resource Code 21151.4, limit activities with the potential to release hazardous materials within one-quarter mile of schools.	PW		Ongoing		
Program S-5.4A	<b>Use of Environmental Databases in Development Review.</b> When development is proposed, use environmental and hazardous materials data bases (such as the State GeoTracker data base) to determine whether the site is contaminated as a result of past activity. As appropriate, require studies and measures to identify and mitigate identified hazards.	FIRE	CDD, PW	Ongoing	FIRE worked with consultants for environmental compliance on relevant projects.	
Program S-5.4B	<b>Hazardous Soils Clean-Up.</b> Work with appropriate agencies to require remediation and clean-up prior to development of sites where hazardous materials have impacted soil or groundwater. The required level of remediation and clean-up shall be determined by the Certified Unified Program Agency (see Program S-3.2A) based on the intended use of the site and health risk to the public.	PW	CDD	Ongoing		Projects are required to provide geotechnical investigations and CEQA compliance.
Program S-5.4C	<b>Environmental Site Management Plan (ESMP).</b> Require the preparation of an ESMP in consultation with the San Francisco Bay Regional Water Quality Control Board and/or the Department of Toxic Substance Control (DTSC), for proposed development on sites with known contamination of hazardous materials pursuant to Government Code Section 65962.5. This includes, but is not limited to, sites in the on-line DTSC EnviroStor Data Base and the State GeoTracker Data base.	Sustainability		No Action		
Program S-5.4D	<b>Soil Vapor Intrusion Assessment.</b> For sites with potential residual soil or groundwater contamination that are planned for redevelopment with an overlying occupied building, a soil vapor intrusion assessment shall be performed by a licensed environmental professional. If the results indicate the potential for significant vapor intrusion into the building, project design shall include vapor controls or source removal as appropriate in accordance with regulatory agency requirements.	PW		Ongoing		Continued testing identified sites with Marin County partners , including Bellam location to ensure compliance
Program S-5.5A	<b>Safe Transport of Hazardous Materials.</b> Support California Highway Patrol's efforts to ensure the safe transport of hazardous materials.	PW		Ongoing		Continued the approval process of hauling applications via Traffic division review
Program S-5.5B	<b>Pipeline Safety.</b> Coordinate with regulatory agencies and utilities to ensure the safety of all fuel pipelines and ensure that maintenance and operating conditions are fully compliant with all state and federal safety regulations.	PW		No Action		
Program S-6.1A	<b>Mutual Aid Agreements.</b> Continue, and where feasible expand, mutual aid agreements that augment public safety personnel in times of emergency.	PW	FIRE	Progress		Several staff participated in Marin Country Crisis Tracker Training and continued to support emergency response coordination and mutual aid
Program S-6.1B	<b>Standardized Emergency Management System (SEMS).</b> Maintain a SEMS-based emergency plan that provides direction and identifies responsibilities after a disaster. Continue to train all City employees and officials in SEMS procedures.	FIRE		Ongoing	In 2022, SRFD/OES engaged with an external consulting firm to begin drafting of the City's Emergency Operations Plan (EOP). Delivery of the EOP is planned for the Spring of 2023. In 2022, training of city employees and officials took place during regional and local exercises in coordination with other partners. EOC-specific training was also provided to specific city employees.	
Program S-6.1C	<b>Emergency Preparedness Plan.</b> Update and publicize the City's emergency preparedness plan in conformance with State guidelines, including information on evacuation routes and shelter locations. The City's Emergency Operations Center Handbook also should be updated.	FIRE		Progress	In 2022, SRFD/OES engaged with an external consulting firm to begin drafting of the City's Emergency Operations Plan (EOP) as well as the EOC Handbook and Storm Playbook. Delivery of the EOP, EOC Handbook and Storm Playbook is planned for the Spring of 2023.	
Program S-6.1D	<b>Urban Search and Rescue Techniques.</b> Continue to ensure that Urban Search and Rescue techniques remain current. Provide opportunities for trained volunteers to participate as appropriate.	FIRE		Ongoing	Fire continues to closely coordinate with Marin County Urban Search and Rescue team to ensure that Urban Search and Rescue techniques remain current and provide opportunities for trained volunteers to participate as appropriate.	

**SAFETY RESILIENCE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program S-6.2A	<b>Educational and Training Programs.</b> Support educational and training programs through the Police and Fire Departments and community-based organizations. These Programs include Community Emergency Response Teams (CERT), Citizens Police Academy, Neighborhood Response Groups (NRGs), and Voluntary Organizations Active in Disaster (VOAD) among others. Neighborhood teams should supplement City resources during emergency situations and can assist in disaster preparedness and mitigation efforts.	FIRE		Progress	In late 2022, SRFD/OES hired a Community Preparedness Coordinator who would be responsible for the educational and training programs involved CERTs, NRGs and VOAD members. In coordination with the County preparedness coordinator and other preparedness partners from other jurisdictions, focused trainings will be planned for 2023.	
Program S-6.2B	<b>Neighborhood Disaster Plans.</b> Provide technical assistance as needed to develop and update neighborhood disaster plans.	FIRE		No Action	Will be looked at through existing preparedness groups during 2023.	
Program S-6.2C	<b>Website Improvements.</b> Regularly update the Fire Department's website and social media presence to provide information on disaster preparedness, resources, and links to other sites. Include printed information in City publications such as the Recreation Activities guide.	FIRE		Ongoing	Ongoing in collaboration with readymarin.org and the county emergency portal website.	
Program S-6.2D	<b>Outreach to Vulnerable Populations.</b> Identify vulnerable populations (such as non-English speaking residents, frail older adults, young children, and persons with disabilities) that may need assistance in times of disaster. Develop outreach programs that are geared toward these populations, including multi-lingual communications.	FIRE		Ongoing	Ongoing in collaboration with the VOAD and CRT. Specific efforts targeting Spanish speakers continues.	
Program S-6.2E	<b>Disaster Management Drills.</b> Conduct emergency response drills to test the effectiveness of local procedures, including evacuation and emergency shelter drills in neighborhoods prone to flooding and wildfire.	FIRE		Ongoing	City staff participated in 2022 regional Golden Eagle EOC exercise. The City will participate in Golden Eagle 2023 in May with additional Table Top exercises being planned.	
Program S-6.3A	<b>Evacuation-Related Capital Projects.</b> Identify key capital improvements needed to facilitate the orderly evacuation of at-risk areas and the ability of designated assembly points to handle evacuees.	FIRE		Ongoing	The MWPA has commissioned an Evacuation study in which the City is an active participant.	
Program S-6.4A	<b>Evacuation Shelters.</b> Identify locations of evacuation shelters and provide the necessary training and supplies so that these centers can function effectively during and after a disaster. This should include refuge centers for extreme heat events, power failures, and air quality emergencies.	FIRE		No Action	City participated in the County Shelter Planning process. In coordination with the Library and Recreation Director, conversations around shelter planning for response operations were held. A scheduled multi-stakeholder on-site assessment of the Boro Community Center has been planned for February 2023.	
Program S-6.5A	<b>Essential Services Following Disasters.</b> Make provisions to continue essential emergency public services during and after natural disasters and other catastrophes.	FIRE		No Action		
Program S-6.5B	<b>Employee Transportation.</b> To ensure adequate safety personnel in an emergency, explore ways to transport first responders from outlying areas when damaged infrastructure prevents them from driving to San Rafael.	FIRE		No Action		
Program S-6.5C	<b>Incentives for Disaster Response and Essential Worker Personnel.</b> Support state legislation and City initiatives that would provide incentives for staff with roles in disaster response to live in San Rafael, so they may be readily available if a disaster should occur.	FIRE		No Action		
Program S-6.5D	<b>Rapid Reconstruction Ordinances.</b> Explore model ordinances and best practices to facilitate rapid reconstruction and recovery, including issues such as temporary housing and modular construction. Reconstruction should achieve code compliance, while advancing green building practices where feasible	FIRE	City Attorney, CDD, PW	Ongoing	Fire plans to facilitate the rapid issuance of fire permits.	
Program S-6.6A	<b>Involvement with Marin Emergency Radio Authority.</b> Maintain active involvement with Marin Emergency Radio Authority (MERA) and pursue installation and activation of the MERA radio system.	FIRE		Ongoing	The City continued its role as an active partner.	
Program S-6.6B	<b>Emergency Alert Systems.</b> Use emergency alerts, electronic message boards, and other notification systems to warn resident of an active threat such as a flood or wildfire. The use of emergency warning sirens and other types of mass notification alerts also should be considered.	FIRE		Ongoing	Ongoing. Under contract for message boards at key facilities and in the planning process of an LRAD in China Camp.	
Program S-6.7A	<b>Emergency Connectors.</b> Maintain the following existing access routes for emergency vehicles: a) the existing connection between Freitas Parkway and Fawn Drive. b) the all-weather connections between Freitas and Fawn and between	FIRE		No Action		

**SAFETY RESILIENCE ELEMENT**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program S-6.7B	<b>Obstruction of Evacuation Routes.</b> Reduce obstacles for emergency vehicles and evacuation routes, including parked cars that constrict emergency vehicle passage.	FIRE		Ongoing	The San Rafael Safe Parking and Parking Box program is replacing the '6 feet from center rule' in select areas of the City with narrow and/or windy roads. After installation the signs, paint, and/or boxes will clearly mark where it is possible to park and still allow emergency vehicles access and resident egress. Installing the boxes and signage provides a nuanced approach that improves public safety while limiting the impact on available parking as much as possible.	
Program S-6.7C	<b>SMART Crossing.</b> Work with SMART to explore the feasibility of an emergency vehicle rail and pedestrian/bicycle crossing at Merrydale Drive (see also Policy NH-4.10).	FIRE		No action		
Program S-6.8A	<b>Facility Evaluations.</b> Regularly evaluate the need to upgrade essential public safety facilities, equipment, and technology, and identify funding mechanisms to meet these needs.	FIRE		Ongoing	Fire is in the final phase of the City facilities projects with the reconstruction of stations 54 & 55. Fire is currently challenged with managing the replacement of vehicles due to supply chain limitations.	
Program S-6.8B	<b>Energy Storage Plan.</b> Develop an Energy Storage Plan, including microgrids and expanded battery capacity, to improve reliability of the power system following a major disaster (see also Policy CSI-4.13 on energy reliability).	FIRE		No Action		

**NOISE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program N-1.1A	<b>Residential Noise Standards.</b> Maintain a maximum noise standard of 70 Ldn DB for backyards, decks, and common/usable outdoor spaces in residential and mixed use areas. As required by Title 24 insulation requirements, interior noise levels shall not exceed 45 Ldn in all habitable rooms in residential units.	CDD		Ongoing	Through the development review process, the Community Development Department staff reviewed applications for generators, air condensing units, heat pumps, pool/spa equipment, and other mechanical equipment and verified that all proposed mechanical equipment did not exceed the noise limits.	Through the development review process, the Community Development Department staff reviewed applications for generators, air condensing units, heat pumps, pool/spa equipment, and other mechanical equipment and verified that all proposed mechanical equipment did not exceed the noise limits.
Program N-1.2A	<b>Acoustical Study Requirements.</b> Require acoustical studies for new single family residential projects within the projected 60 dB Ldn noise contour and for multi-family or mixed use projects within the projected 65 dB Ldn contour (see Figure 9-2). The studies should include projected noise from additional traffic, noise associated with the project itself, and cumulative noise resulting from other approved projects. Mitigation measures should be identified to ensure that noise levels remain at acceptable levels.	CDD		No Action		
Program N-1.2B	<b>Approval Conditions.</b> Establish conditions of approval for activities with the potential to create significant noise conflicts and enforce these conditions once projects become operational.	CDD		No Action		
Program N-1.3A	<b>Site Planning.</b> Where appropriate, require site planning methods that minimize potential noise impacts. By taking advantage of terrain and site dimensions, it may be possible to arrange buildings, parking, and other uses to reduce and possibly eliminate noise conflicts. Site planning techniques include:  (a) Maximizing the distance between potential noise sources and the receiver. (b) Placing non-sensitive uses such as parking lots, maintenance facilities, and utility areas between the source and receiver. (c) Using non-sensitive uses such as garages to shield noise sensitive areas. (d) Orienting buildings to shield outdoor spaces from noise sources. (e) Incorporating landscaping and berms to absorb sound.	CDD		No Action		
Program N-1.3B	<b>Architectural Design.</b> Where appropriate, reduce the potential for noise conflicts through the location of noise-sensitive spaces. Bedrooms, for example, should be placed away from freeways. Mechanical and motorized equipment (such as air conditioning units) should be located away from noise-sensitive rooms. Interior courtyards with water features can mask ambient noise and provide more comfortable outdoor spaces.	CDD		Ongoing	Through the development review process, the Community Development Department staff reviewed applications for generators, air condensing units, heat pumps, pool/spa equipment, and other mechanical equipment and required such equipment's to be setback from adjacent homes and a minimum of 15 feet away from any bedroom windows and/or require noise mitigation measures.	Through the development review process, the Community Development Department staff reviewed applications for generators, air condensing units, heat pumps, pool/spa equipment, and other mechanical equipment and required such equipment's to be setback from adjacent homes and a minimum of 15 feet away from any bedroom windows and/or require noise mitigation measures.
Program N-1.3C	<b>Noise Barriers.</b> Where appropriate, use absorptive noise barriers to reduce noise levels from ground transportation and industrial noise sources. A barrier should provide at least Ldn 5 dB of noise reduction to achieve a noticeable change in noise levels.	PW	CDD	No Action		
Program N-1.3D	<b>Noise Reduction through Construction Materials.</b> Where appropriate, reduce noise in interior spaces through insulation and the choice of materials for walls, roofs, ceilings, doors, windows, and other construction materials.	PW	CDD	Ongoing		During 2022 and 2023, the City constructed Fire Station 54 and 55. Noise was attenuated in interior spaces utilizing sound proof materials, such as wall insulation, acoustical ceilings, double pane window, etc.
Program N-1.5A	<b>Disclosure Agreements.</b> Where appropriate, require disclosure agreements for residents in mixed use projects advising of potential noise impacts from nearby commercial enterprises, such as restaurants and entertainment venues.	CDD		No Action		



**NOISE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program N-1.6A	<b>Interagency Coordination.</b> Work with Caltrans, Marin County, the Transportation Authority of Marin, and other agencies to achieve noise reduction along freeways and major arterials in San Rafael. This shall include noise mitigation measures in any redesign plan for the I-580/US 101 interchange.	PW		No Action		
Program N-1.6B	<b>California Vehicle Code.</b> Enforce applicable sections of the California Vehicle Code relating to noise.	PD		No Action		
Program N-1.6C	<b>Paving and Transit Improvements.</b> Pursue cost-effective paving technologies to minimize traffic noise and support the use of quieter buses and other mass transit vehicles. Noise reduction should be considered an important benefit as the City and its transit service providers transition to electric vehicles.	PW		No Action		
Program N-1.8A	<b>Quiet Zones.</b> Maintain the Marin County designated "Quiet Zone" along the rail line. The Zone ensures that train horns are not sounded except when trains are leaving the station, or if	CM	PD	No Action		
Program N-1.9A	<b>Noise Ordinance.</b> Maintain and enforce the noise ordinance, which addresses common noise sources such as amplified music, mechanical equipment use, and construction. Updates to the ordinance should be periodically considered in response to new	CDD	PD	Ongoing	In 2022, various city departments, including the Community Development Department and the Police Department, continued to enforce the City's Noise Ordinance through the permitting process as well as through following up on noise complaints.	In 2023, various city departments, including the Community Development Department and the Police Department, continued to enforce the City's Noise Ordinance through the permitting process as well as through following up on noise complaints.
Program N-1.9B	<b>Construction Noise.</b> Establish a list of construction best management practices (BMPs) for future projects and incorporate the list into San Rafael Municipal Code Chapter 8.13 (Noise) The City Building Division shall verify that appropriate BMPs are included on demolition, grading, and construction plans prior to the issuance of associated permits.	CDD		No Action		
Program N-1.9C	<b>Noise Specifications.</b> Include noise specifications in requests for equipment information and bids for new City equipment and consider this information as part of evaluation of the bids.	PW		Progress		In 2023, the City switched to battery powered leaf blowers per City ordinance which are significantly quieter than gas equipment.
Program N-1.10E	<b>San Rafael Rock Quarry.</b> Seek to minimize noise impacts of the quarry and brickyard operations through cooperative efforts with the County of Marin through its code enforcement and land use entitlement processes.	CDD	PW	No Action		
Program N-1.11A	<b>Vibration-Related Conditions of Approval.</b> Adopt Standard conditions of approval in San Rafael Municipal Code Chapter 8.13 (Noise) that apply Federal Transit Administration (FTA) criteria for acceptable levels of groundborne vibration for various building types. These conditions should: (a) reduce the potential for vibration-related construction impacts for development projects near sensitive uses such as housing, schools, and historically significant buildings. (b) reduce the potential for operational impacts on existing or potential future sensitive uses such as uses with vibration-sensitive equipment (e.g., microscopes in hospitals and research facilities) or residences.  Vibration impacts shall be considered as part of project level environmental evaluation and approval for individual future projects. If vibration levels exceed FTA limits, conditions of approval shall identify construction and operational alternatives that mitigate impacts.	CDD	PW	No Action		

**MOBILITY ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program M-1.1A	<b>Participation in Countywide and Regional Transportation Planning.</b> Actively participate in the planning activities of the Transportation Authority of Marin, the Metropolitan Transportation Commission, SMART, and other transportation agencies and support implementation of cost-effective regional plans and programs.	PW		Ongoing	The City participates in TAM’s planning activities and studies.	"The City has been coordinating with Transportation Authority of Marin to create Vision Zero and Local Road Safety Plan.  The City is working with Marin Bus Transit and Golden Gate Transit to give pre-emption and priority routes throughout the City.  Transportation Division continues to coordinate with SMART on areas near the SMART crossings. In 2024, SMART and the city plan to implement traffic signal timing improvements near the Downtown Rail System."
Program M-1.1B	<b>Public Information About Transportation.</b> Provide timely information and opportunities for public input on transportation issues and projects through workshops, neighborhood meetings, social media, staff reports, and other means.	PW		Ongoing	Public Works continued to update its website and social media channels to notify the community of road closures and traffic updates. The City coordinated an in person community event to guide and inform the Canal Based Transportation Plan (CBTP) in FY 2021-22. City will be working on performing more outreach for studies and will provide additional educational information through media outlets	The City will continue to update webpages and work to create a social media outlet to share information with the community on road closures and traffic updates.
Program M-1.2A	<b>Transportation Project Grants.</b> Work with governmental agencies, non-profits and community groups to secure grants for appropriate transportation projects.	PW		Ongoing	The City applied for several transit grants through the Transportation Authority of Marin (TAM), the State of California, and at the Federal level.  City has secured funding for multiple transportation projects through various grants. DPW will continue to apply for additional grants for multimodal and infrastructure improvement projects.	"The City will continue to apply for infrastructure and transportation grants when available.  A few of the grants the city secured in 2023 include funding for 2nd/4th intersection, Pedestrian Bridge and Canal Area improvements, Rapid Rectangular Flashing Beacons for crosswalks surrounding schools, and Mid-block Crossing with bulb-outs along Francisco Blvd."
Program M-1.3A	<b>US 101/I-580 Connector.</b> Continue to collaborate with TAM, Caltrans, the City of Larkspur, and impacted stakeholders on improvements to the US 101 I-580 interchange and Richmond-San Rafael Bridge, including advocacy for local access improvements to East San Rafael.	PW		Ongoing	The City continued to actively engaged in this regional project. City staff is working with TAM and Caltrans on future improvements.	The City continued to actively engaged in this regional project. City staff is working with TAM and Caltrans on future improvements.
Program M-1.4A	<b>Transportation Technology.</b> Use the most cost-effective proven technologies available when managing congestion and parking, including transportation information systems and “smart city” improvements.	PW	Parking Services	Ongoing	City has applied for a SMART Technology grant to help improve our transportation system. Remaining intersections will be continued to be updated to new technology over the next 1-2 years.	City has reapplied for a SMART Technology grant to help improve our transportation system. Remaining intersections will be continued to be updated to new technology over the next 1-2 years.
Program M-1.4B	<b>Delivery Services.</b> Prepare for the potential impacts of emerging delivery service technology, including drones, on local roads, infrastructure, parking systems, and noise.	PW		No Action		
Program M-1.4C	<b>Autonomous Vehicles.</b> Monitor and manage the effects of autonomous vehicles, personal air vehicles, and connected vehicle technology on transportation needs, road design, and travel behavior. Adjust local transportation programs, infrastructure, and design standards as needed.	PW		No Action		
Program M-2.1A	<b>Complete Streets.</b> Consistent with State “Complete Streets” requirements, maintain street design and engineering standards that plan for the needs of all travelers and minimize conflicts between competing modes.	PW		Ongoing	Applied for CA SB1 complete streets grants.	The City continues to seek funding for complete street projects and considers complete street elements in the CIP planning and implementation
Program M-2.2A	<b>Collision Data.</b> Collect and analyze data on traffic collisions and use such data to inform decisions about capital improvements, enforcement, and traffic safety programs.	PW		Ongoing	The City continued to maintain all the collision data in a database called SafeRoads. DPW staff will coordinate with PD and analyze collision data to look at traffic calming measures to address areas of concern.	"The Local Road Safety Plan will be finalized in Fiscal Year 2024. With the collision data and analysis, the City will evaluate high collision areas and work towards either seeking funding or implementing infrastructure/timing changes.
Program M-2.2B	<b>Street Pattern and Traffic Flow.</b> Support efforts by the City Traffic Engineer to configure or re-configure street patterns to improve traffic flow and turning movements while prioritizing safety.	PW		Ongoing	The City converted C and D from one-way streets to two ways. B Street shall be implemented during summer of 2023.  There are multiple projects in the works right now that will help improve our intersections, reconfigure street patterns for both pedestrians and vehicular drivers. This process will continue on an annual basis as we improve our networks and create connectivity where needed.	The City is coordinating with traffic signal timing consultants to help improve the movement of vehicles, cyclists, and pedestrians throughout the City.

**MOBILITY ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program M-2.3A	<b>Cost-Benefit Analysis.</b> Conduct cost-benefit analyses as part of the design process for proposed transportation projects, including the criteria listed above and other factors that may be relevant (see also Policy CSI-5.1 on cost-benefit analysis).	PW		No Action		
Program M-2.4A	<b>Intelligent Transportation Systems.</b> Support the use of intelligent transportation systems to improve traffic flow and provide real-time data on traffic conditions so that motorists	PW		Ongoing	Major investment in downtown traffic signals were completed. Emergency fire and police vehicle preemption deployment in 2022.	The City will continue evaluate Miovision data and make adjustments to traffic signal timing in our downtown corridors.
Program M-2.4B	<b>Reducing Vehicle Idling.</b> Support transportation network improvements to reduce vehicle idling, including synchronized signal timing.	PW		No Action		"The City will continue its efforts to work on reviewing Miovision Data and our network progression of all modes of transportation at our traffic signal timing. With data collected, transportation division will implement signal timing modifications to help reduce vehicle
Program M-2.4C	<b>Roundabouts.</b> Consider the use of roundabouts as an alternative to traffic signals and stops signs. Roundabouts can improve the flow of traffic when they are properly designed and located on streets with low to moderate volumes.	PW		Ongoing	Several roundabout projects are under consideration.  Roundabouts currently in study/design are by TAM near Manuel T Freitas Parkway/101 Freeway exit.	Roundabouts currently in study/design are by Caltrans on the east side Manuel T Freitas Parkway/101 Freeway exit. Also TAM is looking at roundabouts on the west side of Manuel T Freitas Parkway/101 Freeway exit and on Ballam Blvd.
Program M-2.5A	<b>Traffic Circulation Studies.</b> Traffic impact studies will be required for projects with the potential to increase congestion, create safety hazards, or otherwise impact local circulation conditions. Unless covered by the exceptions in Policy M-2.5, such studies should include projections of future LOS, an assessment of the contribution of the proposed project to increases in congestion, an assessment of projected increases in congestion on greenhouse gas emissions, and an assessment of	PW		Ongoing	The City adopted new guidelines for the preparation of Transportation Impact Analysis (TIA) Guidelines in compliance with SB 743.  The City adopted VMT standards in the 2040 General Plan update.	"The City adopted new guidelines for the preparation of Transportation Impact Analysis (TIA) Guidelines in compliance with SB 743.  The City adopted VMT standards in the 2040 General Plan update. "
Program M-2.5B	<b>Level of Service (LOS) Exceptions.</b> Exceptions to LOS planning thresholds may be granted where both of the following circumstances apply: a) The improvements necessary to attain the standards would conflict with other land use, environmental, community character, emission reduction, safety, housing, or economic	PW		No Action		
Program M-2.5C	<b>Traffic Monitoring.</b> Monitor and evaluate traffic conditions throughout San Rafael on an ongoing basis. Based on such evaluations, the City Traffic Engineer may develop recommendations to improve operations, address safety concerns, or modify thresholds. New traffic monitoring technology should be implemented as it becomes available.	PW		Ongoing	Signals are capable of collecting high resolution traffic data for various uses in planning and operations.	The City will be continuing efforts to improve traffic operations and address safety on roadways within the City. Through traffic monitoring, certain corridors have been determined as good candidates for improvements.
Program M-2.6A	<b>Traffic Mitigation Fee Updates.</b> Continue to implement and periodically update local traffic mitigation fees and other requirements to cover development-related traffic and transportation improvements.	PW		Progress	The Traffic Impact Fee was updated by the City Council by Resolution No. 14983 on October 4, 2021. The update was based on a nexus study conducted by Fehr and Peers Consultants. The nexus report justified the increase of the trip rate to \$6,909. The City Council directed that this fee be implemented gradually over a five-year period starting in January 2022 and provided for an annual adjustment of the fee according to the Lee Saylor Construction Cost	The Traffic Impact Fee continues to be implemented
Program M-2.7A	<b>Update Proposed Circulation Improvements.</b> Regularly update the list of proposed circulation improvements based on traffic data, available funding, and evolving issues and priorities. Incorporate projects into the Capital Improvements Program as appropriate.	PW		Ongoing		The city will include bicycle and pedestrian circulation in the Bike and Pedestrian master plan update in 2024. In addition the city will continue to look for grant opportunities to improve circulation for vehicles, pedestrians, and bicyclists.
Program M-2.7B	<b>Circulation Improvement Funding.</b> Advocate for Federal, State, and County funding for the transportation projects shown on Table 10-1, as well as other projects that improve mobility in San Rafael. Seek alternative funding sources if traditional sources are unavailable.	PW		Ongoing	Several grant applications have been submitted for transportation improvements citywide.	Several grant applications have been submitted for transportation improvements citywide.

**MOBILITY ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program M-2.8A	<b>Highway Closures.</b> Develop and update contingency plans for highway closures as part of the City's disaster preparedness and emergency response plans.	PW		No Action		
Program M-3.1A	<b>VMT Analysis Guidelines.</b> Develop local guidelines for calculating the projected VMT associated with future development projects and transportation improvements. The guidelines also should cover administration, screening criteria, and appropriate Transportation Demand Management measures and monitoring procedures. All VMT metrics should be	PW		Ongoing	Guidelines for VMT were adopted in 2021. All VMT metrics will be reassessed every four years.	Guidelines for VMT were adopted in 2021. All VMT metrics will be reassessed every four years.
Program M-3.2A	<b>Screening Criteria for VMT Analysis.</b> Adopt and maintain screening criteria for different land uses and project types to determine when a VMT analysis is required as part of the environmental review process. Screening criteria should be revisited over time to ensure that they are appropriate. The criteria should include exemptions for projects with substantial VMT benefits, such as mixed use and infill development in Downtown San Rafael.	PW		Ongoing	Screening Criteria for VMT Analysis were adopted in 2021. The Department of Public Works will reevaluate to ensure that they are appropriate.	Screening Criteria for VMT Analysis were adopted in 2021. The Department of Public Works will reevaluate to ensure that they are appropriate.
Program M-3.2B	<b>Thresholds for Determining a Significant VMT Impact.</b> Adopt and maintain thresholds to determine if a VMT impact may be considered "significant" under the California Environmental Quality Act (CEQA).	PW		Ongoing	The City adopted VMT standards in the 2040 General Plan update.	The City adopted VMT standards in the 2040 General Plan update.
Program M-3.2C	<b>Mitigation Measures for VMT Impacts.</b> Develop and implement mitigation measures that can be applied to projects with potentially significant VMT impacts in order to reduce those impacts to less than significant levels (see Policy M-3.3 and Program M-3.3A).	PW		Ongoing	Mitigation Measures for VMT Impacts were adopted in 2021.	Mitigation Measures for VMT Impacts were adopted in 2021.
Program M-3.2D	<b>Overriding Considerations for Projects with Unavoidable VMT Impacts.</b> Require the adoption of specific overriding consideration findings before approving a project that would result in significant unavoidable impacts on VMT.	PW		No Action		
Program M-3.3A	<b>Update Trip Reduction Ordinance.</b> Modify the San Rafael Trip Reduction Ordinance (TRO) to reflect General Plan VMT policies. The amended TRO shall include VMT reduction thresholds, VMT	PW	City Attorney	No Action		
Program M-3.3B	<b>Support for TDM.</b> Work cooperatively with governmental agencies, non-profits, businesses, institutions, schools, and neighborhoods to provide and support TDM programs.	PW		No Action		
Program M-3.3C	<b>City TDM Program.</b> Implement a TDM program for City employees, potentially in partnership with other local governments, public agencies, and transit providers. Promote the program as a model for other local employers.	PW		No Action		
Program M-3.3D	<b>Shifting Peak Hour Trips.</b> Support efforts to limit traffic congestion by shifting peak hour trips to non-peak hour, modifying school hours to stagger start and end times, and encouraging flexible work schedules. The long-term impacts of remote work on potential TDM strategies should be considered.	PW		No Action		

**MOBILITY ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program M-3.4A	<b>Telecommuting.</b> Encourage San Rafael employers to implement telecommuting and work-from-home programs that reduce daily peak hour commutes. Also encourage co-working spaces, cafes, <del>short-term office rentals, home offices, improved internet</del>	Sustainability	CDD, ED	Ongoing	The City continues to allow city employees to work-from-home on a hybrid schedule and provides resources to other San Rafael employers on telecommuting.	The City continues to allow city employees to work-from-home on a hybrid schedule and provides resources to other San Rafael employers on telecommuting.
Program M-3.4B	<b>Housing Services.</b> Support and facilitate roommate matching programs, connections between local property managers and major employers, employer housing programs, and other initiatives aimed at helping local workers find housing in San Rafael.  See the Economic Vitality Element and EDI Element for policies on workforce development so that residents may gain the skills needed to find employment in San Rafael.	CDD (Housing)	ED	Progress	In March 2022, the City allocated a portion of CDBG public services funding to Covia Foundation – Home Match Marin, which provides a roommate matching service.  The City continued to work with stakeholders on the 2023 – 2031 Housing Element Update to identify opportunity sites for housing development and specific programs and policies that would address local housing needs, including affordable housing and home matching.	"In May 2023, the City again allocated a portion of CDBG public services funding to Covia Foundation - Home Match Marin, which provides a roommate matching service. Staff met with applicants for a potential teacher housing project to review the preliminary design and discuss the process for planning review and approval."
Program M-3.5A	<b>Carpooling and Vanpooling.</b> Support car and vanpooling in San Rafael through local and regional programs and on-line apps that <del>match interested drivers and passengers.</del>	Sustainability	ED, HR, Finance	Ongoing	City participates in Marin Commutes program and supports their efforts to San Rafael employers.	
Program M-3.5B	<b>Shared Mobility.</b> Support efforts to establish and operate car-sharing, bike-sharing, and other services that provide alternatives to driving, particularly in Downtown San Rafael and other transit-served areas.	Sustainability	ED	No Action		
Program M-3.5C	<b>Micro-Mobility.</b> Coordinate with "micro-mobility" companies such as shared electric scooter and electric bicycle vendors who seek to provide services in San Rafael.	Sustainability	ED	No Action		
Program M-3.5D	<b>Transportation Network Companies (TNCs).</b> Work with TNCs (Uber, Lyft, etc.) to address issues such as curbside management and maximize the potential benefits of such services.	Sustainability	ED	No Action		
Program M-3.6A	<b>Zero Emission Vehicle (ZEV) Plan.</b> Consistent with the San Rafael Climate Change Action Plan (CCAP), develop and implement a ZEV Plan with a goal of 25% of the passenger vehicles in San Rafael being ZEVs by 2030. As part of the <del>planning process, targets shall be updated to meet or exceed</del>	Sustainability	ED	Progress	City staff participated in the development of a new countywide electric vehicle (EV) strategy and will be bringing forward a ZEV plan based on it for Council review in 2023.	

**MOBILITY ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program M-3.6B	<p><b>Municipal Zero Emission Vehicles.</b> As finances allow, shift the municipal vehicle fleet to ZEVs. Use low-carbon fuels as an interim measure until gasoline-powered City vehicles are replaced.</p> <p>See also Program M-7.9B on electric charging station requirements</p>	PW	Sustainability	Progress	City began purchasing Renewable Diesel, with a 60-70% reduction in carbon emissions, for all diesel vehicles including fire trucks in February 2021. City has 4 EV's on order for Parking Services and Public Works and currently operates three other EV's in the fleet.	In 2023, the City ordered two EV Public Works trucks and ordered and received two EV admin police vehicles. The City will continue to shift to EV vehicles when possible.
Program M-4.1A	<p><b>Transit Advocacy.</b> Support State, County, and regional efforts to sustain and expand Marin County's transit network. Work with neighborhoods, employers, transit providers, transportation planning agencies and funding agencies to improve and expand transit and paratransit services.</p>	PW		Ongoing	City staff are coordinating with neighborhoods and transit providers to determine ways to improve networks.	The City will be coordinating with Marin Bus Transit and Golden Gate Transit to implement Bus Priority Routes through the City. Transit agencies are currently purchasing and updating systems on buses. Implementation efforts will commence in Fiscal Year 2024.
Program M-4.1B	<p><b>Evaluating Transit Needs.</b> Support efforts to track, forecast, survey, and respond to changing transit and paratransit needs in order to meet the requirements of specific population groups.</p>	PW		Ongoing	TAM is performing studies and City staff are assisting with providing feedback when requested.	TAM is performing studies and City staff are assisting with providing feedback when requested.
Program M-4.1C	<p><b>Partnerships.</b> Encourage partnerships between local transit service providers to avoid redundancy, maximize coverage and efficiency, and improve transfers between transit systems.</p>	PW	ED, Sustainability	No Action		
Program M-4.1D	<p><b>Transit for Tourism.</b> Support efforts to provide effective transit options for visitors to West Marin and other county tourist destinations, in order to reduce regional traffic flow through San Rafael.</p>	PW	ED, Sustainability	No Action		
Program M-4.1E	<p><b>Transit Information.</b> Encourage the development and dissemination of information to facilitate transit use. This includes real-time, multi-lingual information on bus arrivals, departures, transfers, and routes. In addition, the City should include information on transit access on notices of City meetings and provide links to transit websites from its own website</p>	Sustainability	ED, PW	Ongoing	Links to transit services have been posted on the City website. Other transit agencies are active in our City meetings (i.e. BPAC and outreaches).	The Transportation Division will be updating webpage to provide updated information in Fiscal Year 2024.
Program M-4.1F	<p><b>Public Health.</b> Work with transit service providers to effectively respond to service and design challenges associated with rider safety during and after public health emergencies.</p>	PW	CM, FIRE, ED	Ongoing		The City will coordinate with transit service providers on making sure our preemption system is tested and up to date with detection for emergency routes.
Program M-4.2A	<p><b>Regional Bus Service.</b> Support expansion of regional bus service to and from other Bay Area counties, including expanded express bus service along the 101 and 580 corridors, and continued bus and shuttle service to the region's airports.</p>	PW		Ongoing		The City will be coordinating with Marin Bus Transit and Golden Gate Transit to implement Bus Priority Routes through the City. Transit agencies are currently purchasing and updating systems on buses. Implementation efforts will commence in Fiscal Year 2024.

**MOBILITY ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program M-4.2B	<b>Rail Service.</b> Advocate for reliable long-term funding sources to sustain and enhance North Bay rail service.	PW		No Action		
Program M-4.2C	<b>Ferry and Water Taxi Service.</b> Work with the Golden Gate Bridge Highway and Transportation District and other regional agencies to support improved ferry service, additional ferry terminals, efficient connections between ferries and other transportation modes, new ferry routes (to Vallejo, the East Bay, San Francisco, and points south), autonomous buses, and other improvements that would increase ferry use and regional transit ridership. Consider the viability of water taxi service to supplement the ferry system and improve local connections.	PW	Sustainability	No Action		
Program M-4.3A	<b>Rail Safety.</b> Work with SMART to improve safety measures along the SMART tracks, reduce train noise, and avoid the blockage of intersections by trains.	PW	CM	Ongoing		The City continues to coordinate with SMART to improve gate and traffic signal timing.
Program M-4.3B	<b>Passenger Pickup and Drop-Off.</b> Work with SMART on plans to improve passenger pick-up and drop-off, connectivity between trains and buses, and provisions for passenger parking (see also Policy M-7.9 on parking for transit users).	PW	CDD, ED	No Action		
Program M-4.3C	<b>Arrival Experience.</b> Create a welcoming experience for passengers arriving at the Downtown San Rafael and Civic Center stations, including wayfinding signage, easy transfers, and clearly marked, well-lit pathways to nearby destinations.	PW	CDD	No Action		
Program M-4.3D	<b>Service Reliability.</b> Work with SMART to avoid disruptions of service during power outages and provide backup power to sustain operations during and after emergencies.	PW		Ongoing		"The City will be coordinating with SMART to improve gate and traffic signal timing.  Backup battery systems will be inspected and replaced if needed. "
Program M-4.3E	<b>Downtown Crossings.</b> Continue to work with SMART to reduce congestion related to grade-level train crossings in Downtown San Rafael. Encourage SMART to assess the potential cost, as well potential funding sources, to elevate or underground the tracks through downtown.	PW		Ongoing		The City continues to coordinate with SMART to improve gate and traffic signal timing.
Program M-4.4A	<b>Local Bus Service.</b> Support Marin Transit and Golden Gate Transit efforts to improve bus routing, frequency, and equipment, and to keep bus fares affordable.	PW		Ongoing		The City will be coordinating with Marin Bus Transit and Golden Gate Transit to implement Bus Priority Routes through the City. Transit agencies are currently purchasing and updating systems on buses. Implementation efforts will commence in Fiscal Year 2024.

**MOBILITY ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program M-4.4B	<b>Improved Bus Stops.</b> Support efforts to improve bus stops and shelters to provide a safe and pleasant experience for riders. Allow commercial advertising to fund bus shelter upgrades and maintenance.	PW	CDD	Ongoing		The Canal transportation experience grant the city received in 2023 includes modifications to transit stops. In addition the City has reviewed a design by Marin Bus Transit for modifications to Bus Stops as requested by transit agencies.
Program M-4.4C	<b>Local Shuttle Programs.</b> Support efforts to create financially feasible shuttle, jitney, and circulator bus services to connect passengers arriving at the San Rafael Transit Center and SMART stations to their destinations.	CM	ED, PW	No Action		
Program M-4.6A	<b>Other Local Transit.</b> Support Dial-A-Ride, taxi, and transportation network company (TNC) services serving San Rafael.	CM	ED, PW	No Action		
Program M-4.6B	<b>Paratransit Service.</b> Support continued Vivalon Wheels service and expanded regional paratransit services where needed	CM	ED, PW	No Action		
Program M-4.7A	<b>Transit Center Relocation.</b> Complete the relocation process for the San Rafael Transit Center. Design of the facility should consider the effects on local street congestion and the safety of those walking or bicycling to and from the facility. Continue to work with transit service providers to coordinate schedules, transfers, and routing in a manner that is convenient for San Rafael travelers.	PW	CDD	Progress	The Department of Public Works and the Community Development Department provided an update on the Transit Center Relocation Draft Environmental Impact Report at the October 17, 2022 City Council Meeting. As a Responsible Agency the City of San Rafael must independently review and comment on the CEQA document (State CEQA Guidelines Section 15096(a)) and will need to adopt the final CEQA document prior to taking action on the project itself.  The GGBTD released a Final EIR in October 27, 2022 and will be certifying the FEIR in 2022/2023.	The City has continued to participate and provide feedback in advisory community meetings during 2023. The City will continue to work with transit service providers as the design progresses.
Program M-4.7B	<b>First Mile/ Last Mile Trips.</b> Work with TAM, transit agencies, neighborhood groups, and the local business community to improve options for "first mile/last mile" trips connecting regional transit hubs to nearby destinations.	PW	Sustainability, ED	Ongoing	The Public Works Department and City Manager's office actively work with TAM and promote their programs.	The Public Works Department and City Manager's office actively work with TAM and promote their programs. In addition, the city participated on the selection committee for an e-Bike to install bike rentals near transit stations.
Program M-4.7C	<b>Implementation of Other Plans.</b> Implement the recommendations of the Downtown Precise Plan, the Downtown Station Area Plan, and the Civic Center Station Area Plan for coordination of transit services and improvement of connections between travel modes.	PW	CDD	Ongoing		The City will continue to review, plan, and work towards implement improvements from our adopted plans.
Program M-5.1A	<b>Traffic Calming Program.</b> Maintain a neighborhood traffic calming program under the direction of the City Traffic Engineer and seek funding for its implementation. Ensure neighborhood participation in the development and evaluation of potential traffic calming solutions.	PW		Ongoing	City staff is continuously working with residents and business to implement traffic calming program measures throughout the City. A lot of outreach is being performed on a monthly basis as we interact with community.	City staff is continuously working with residents and business to implement traffic calming program measures throughout the City.
Program M-5.1B	<b>Emergency Access Considerations.</b> Ensure that road redesign projects, including bicycle and pedestrian improvements, maintain evacuation capacity and emergency vehicle response time, particularly along designated evacuation routes.	FIRE	PW	Ongoing	The Fire Department continues to ensure that roadways for all new projects conform to the applicable provisions of the California Fire Code and San Rafael Municipal Code.	The Fire Department continues to ensure that roadways for all new projects conform to the applicable provisions of the California Fire Code and San Rafael Municipal Code.
Program M-5.2A	<b>Landscape Maintenance.</b> Continue to regularly maintain landscaping along roadways, and to encourage attractive drought-tolerant and native plantings.	PW		No Action		These locations are part of PW annual maintenance program.
Program M-5.3A	<b>East San Rafael Improvements.</b> Consider the potential for new or relocated roads in East San Rafael that would relieve local street congestion, increase efficiency, and improve access between the north and south sides of Interstate 580.	PW		Ongoing	The Department of Public Works worked on a Priority Development Area (PDA) grant application for 2022.	CDD received a grant for the Canal PDA to create a precise plan.
Program M-5.4A	<b>Interchange Improvements.</b> Work with Caltrans and TAM to ensure that the design of freeway interchange improvements includes measures to relieve local congestion, provide commuter parking, improve pick-up/drop-off parking at bus stops, and enhance pedestrian and bicycle access and safety. This could include grade-separated pedestrian and bike path crossings where needed.	PW		Ongoing	The Department of Public Works actively engaged with TAM on development of the Manuel Freitas offramp improvements.	"PW continues to coordinate with Caltrans on the Freitas off ramp roundabout project at Civic Center Drive.  As part of the TAM lead Highway 101 interchange roadway study, the city has been an active participant in the study and further progress on the west side of the Manuel Freitas interchange"



**MOBILITY ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program M-5.5A	<b>School Transportation.</b> Implement measures to improve the safety of students walking, bicycling, or taking the bus to school. Examples include pedestrian crossing enhancements, transit passes or reduced rates for students, locating transit stops near school campuses, supporting increased funding for school buses and crossing guards, and staggering school hours.	PW		Ongoing	Currently reviewing three concept plans for Safe Routes to School with TAM and consultants.	The City will continue to coordinate with Marin School Districts and consultants to develop design concepts for safe routes to school.
Program M-5.6A	<b>Trucking Routes and Transportation Permits.</b> Continue to designate specific streets as trucking routes and maintain permit requirements for vehicles that exceed weight limits on non-designated routes.	PW		No Action		
Program M-5.6B	<b>Quarry Traffic.</b> Continue, and periodically update, measures to address the impacts of quarry-related truck traffic on Point San Pedro Road.	PW		Ongoing		The Pavement Management Program reviews the pavement condition index every 3 years.
Program M-6.1A	<b>Bicycle and Pedestrian Master Plan Implementation.</b> 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.	PW		Ongoing	Performing review of programs and coordinating on multiple various projects to implement Pedestrian and Bicycle improvements. City staff are working on potential updates.	The City will be requesting for proposals from consultants to update the 2018 Bicycle and Pedestrian Master Plan. Efforts to update the Plan will continue into Fiscal Year 2024/2025.
Program M-6.1B	<b>Station Area Plans.</b> Implement the pedestrian and bicycle improvements in the 2012 Downtown Station Area Plan and the 2012 Civic Center Station Area Plan.	PW		No Action		The City applied for a grant and earmark for the path on the south side of the Civic Center SMART, which was identified in the station area plan.
Program M-6.1C	<b>Canal Community Based Transportation Plan (CBTP).</b> Update the CBTP for the Canal neighborhood, including provisions to improve walking and cycling within the Canal and East San Rafael communities, explore water transportation, and better connect the Canal area to downtown, the waterfront, and the rest of the community.	PW		Progress	<p>On June 21, 2022, City Council adopted a resolution approving the 2022 Canal Community Based Transportation Plan (CBTP). The following list of eleven transportation solutions is recommended to address transportation issues identified by the community during the CBTP process:</p> <ol style="list-style-type: none"> <li>1. Pedestrian and Bicycle Bridge / Canal Crossing to 3rd Street</li> <li>2. Access to Bikes/Scooters, Secure Bike Parking, and Bicycle Education</li> <li>3. Traffic Calming and Crossing Improvements</li> <li>4. Bicycle &amp; Pedestrian Crossing Improvements at Gateways</li> <li>5. Streets Team and Transit Ambassador Program</li> <li>6. Sidewalk and Streetscape Improvements</li> <li>7. Lighting of Commonly Traveled Pedestrian Routes</li> <li>8. Transit Bus Stop Improvements</li> <li>9. Transit Bus Stop Maintenance</li> <li>10. Expanded Transit Service</li> <li>11. Transportation to Schools</li> </ol> <p>The City is currently working on adding and enhancing street lights in the Canal. In addition, we have applied for multiple grant funding opportunities.</p>	<p>*Based on CBTP: The CBTP was presented to City Council in summer of 2022. CBTP Solution # progress listed below. #1. Bridge connection from Canal to 3rd Street: ATP funding secured for feasibility study and design. Anticipated to begin FY 24-25. #2. TAM selected bikeshare vendor. Implementation expected 2024. #3. &amp; 6. &amp; 8. The city received an ATP grant for the Canal transportation experience project (CTEP) which includes lighting, pedestrian and ADA improvements, striping upgrades, transit stop improvements, and bicycle improvements. #4. On Grand Ave between 2nd and 4th Street, project under construction to install Class 4 cycle track. City applied for RCN grant for Bellam bike and ped improvements between 580 and 101. In addition city works with TAM on connector project to advocate for local access improvements on Bellam. #7. The City worked with PG&amp;E to install new light fixtures on existing poles throughout the Canal neighborhood in locations identified by the CBTP. In addition the city has created an undergrounding district along Canal Street. This project will be designed and funded through PG&amp;E using Rule 20A credits. The CTEP project and the Rule 20A includes street lights along Canal Street to replace the joint poles that will be removed. The CTEP includes lighting along the Starkweather path and Pickleweed Park.  The city continues to we apply for multiple grant funding opportunities.</p>
Program M-6.1D	<b>Funding.</b> Seek grant funding for implementation of the BPMP and other plans proposing bicycle and pedestrian improvements	PW		Ongoing	City staff will continue to apply for additional grants to fund network improvements and connectivity.	City staff will continue to apply for additional grants to fund network improvements and connectivity.
Program M-6.2A	<b>Implementation of Safety Measures:</b> Implement pedestrian and bicycle safety measures as described in the 2018 BPMP, including ADA compliant curb ramps, curb extensions in business districts, median refuge islands, active warning beacons, painted bike “boxes” at intersections, and signal phasing adjustments in areas with high bicycle volumes.	PW		Ongoing	ADA curb ramps, installation of Rectangular Rapid Flashing Beacons, pavement striping, and signage improvements are being performed to help improve safety for both pedestrians and bicyclists.	ADA curb ramps, installation of Rectangular Rapid Flashing Beacons, pavement striping, and signage improvements are being performed to help improve safety for both pedestrians and bicyclists.
Program M-6.2B	<b>Vision Zero.</b> Consistent with the BPMP, support a “Vision Zero” approach to safety among pedestrians and cyclists, with the goal of eliminating severe injuries and fatalities.	PW		Ongoing	The Department of Public Works plans to join regional effort to formulate the Vision Zero plan.	The City has joined the regional effort to formulate the Vision Zero plan. The City participated in the Local Road Safety Plan lead by TAM and the County.
Program M-6.2C	<b>Enforcement.</b> Conduct enforcement activities to improve compliance with traffic safety laws, especially around intersections with frequent collisions.	PD		Ongoing		Applied for and received grant funding from the Office of Traffic Safety (\$69k) for Selective Traffic Enforcement Program (STEP) to fund overtime and directed enforcement based on injury collisions reported.

**MOBILITY ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program M-6.2D	<b>Safe Routes Programs.</b> 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.	PW		Ongoing	The Department of Public Works actively engaged with TAM. The City sets aside funds in the operating budget to address immediate needs.	The Department of Public Works actively engaged with TAM and attends Safe Routes to School meetings. The City sets aside funds in the operating budget to address immediate needs.
Program M-6.3A	<b>Implementation of Pathway Improvements.</b> Implement the major pedestrian and bicycle pathway, intersection, and lane improvements included in adopted City plans, including: <ul style="list-style-type: none"> <li>- Restoration of pedestrian paths, stairways, and rights-of-way, particularly in the “inner ring” neighborhoods around downtown</li> <li>- An east-west bikeway across downtown</li> <li>- A north-south greenway and separated bicycle and pedestrian facilities along West Tamalpais Avenue</li> <li>- Improved crossings of the San Rafael Canal, including a potential new crossing east of Grand Avenue</li> <li>- Additional Class I, II, and IV lanes, as identified in the BPMP</li> <li>- Improved signage, pavement markings and sidewalk widening</li> <li>- Closing gaps in the Bay Trail</li> </ul> Bike lane improvements to Point San Pedro Road (Cross-Marin Bikeway)	PW	CDD	Ongoing	City staff are working with consultants to examine improvement options throughout the City.	"City staff continues to apply for multiple grant funding opportunities to fund projects listed in adopted plans.  The Third Street rehabilitation project completed a major bicycle and pedestrian connection from West Marin to 1st Street along the east-west bike connection.  As part of the pavement maintenance program, the city added striped bicycle buffers along the Class II bikeways on Las Gallinas. "
Program M-7.1A	<b>Shared Parking.</b> Encourage shared parking arrangements that serve private and public users (for example, private office parking lots that are available for nighttime public use).	CDD PW		Ongoing	DPW Staff are looking at parking arrangements to help improve parking in the Canal Area neighborhoods.	
Program M-7.3A	<b>Downtown Parking and Wayfinding Study Recommendations.</b> Implement the technology recommendations of the 2017 Downtown Parking and Wayfinding Study and study the application of these recommendations to other parts of San Rafael.	Parking Services?		No Action		
Program M-7.4A	<b>Monitoring Demand.</b> Monitor demand for parking around the Downtown SMART station and San Rafael Transit Center to determine the need to adjust parking time limits and costs, and the need to increase supply.	Parking Services?		No Action		
Program M-7.4B	<b>Assessment District Expansion.</b> Modify the Downtown Parking Assessment District boundaries to include the areas east to Hetherton and west to E Street. Pursue parking and other transportation-related services and improvements in the expanded area.	CDD		No Action		

**MOBILITY ELEMENT**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program M-7.4C	<b>Private Garages.</b> When new private parking structures are constructed downtown, encourage the inclusion of spaces that are available for public use (at rates to be set by the owner). Consider development agreements and public private partnerships that support such set-asides.	CDD		No Action		
Program M-7.4D	<b>Wayfinding Signage.</b> Improve wayfinding signage for downtown parking. Undertake marketing programs to make drivers and pedestrians more aware of the location of parking and convenience of downtown parking lots and garages.	Parking Services	PW, ED	No Action		
Program M-7.4E	<b>Design Standards for Parking Garages.</b> Develop design standards for parking garages to ensure that they maintain architectural integrity, are easy to use, align pedestrians toward their destinations, and can support ancillary activities where they front pedestrian-oriented streets.	CDD	PW	No Action		
Program M-7.5A	<b>Adjustments to Parking Rates.</b> Establish a formal system for setting and periodically re-evaluating parking rates based on performance, costs, best practices, and similar factors. Rates should be based on occupancy data and designed to support fiscal health, as well as the needs of residents, businesses, workers, and visitors. As needed, the City Code should be modified to establish principles for parking management as well as a process for rates to be reviewed based on specified metrics.	Parking Services		No Action		
Program M-7.6A	<b>Adjustments to Parking Standards.</b> Periodically adjust off-street parking requirements to respond to data on parking needs, and trends in vehicle design, car ownership, and travel behavior.	CDD	PW	No Action		
Program M-7.6B	<b>Parking Reductions.</b> Allow reduced parking subject to findings that a project will have lower vehicle ownership rates (for example, for senior housing or housing in the Downtown area).	CDD	PW	No Action		
Program M-7.7A	<b>Residential Permit Parking.</b> Re-evaluate provisions for residential permit parking to make it easier and less costly to implement such programs.	Parking Services		No Action		
Program M-7.7B	<b>Parking Studies.</b> Periodically conduct neighborhood and business district parking studies. Use these studies as the basis for parking management strategies.  See also Policy LU-3.7 on on-street parking in neighborhoods	Parking Services		No Action		

**MOBILITY ELEMENT**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program M-7.8A	<b>Charging Stations.</b> Install additional chargers in public parking lots and garages for electric vehicles and e-bikes. Consider expanding electric charging requirements for private parking lots and structures.	PW	Parking Services, CDD	Ongoing	In 2022, DPW installed an electric vehicle charging station at the Public Works Corps yard. Parking Services installed two electric vehicle charging stations installed at City Hall, and one located at a City parking facility.	Parking Services has upgraded the EV charger in the A Street garage. In addition, 2 EV chargers were repurposed and installed in the lower city hall employee lot for the 2 new EV parking enforcement vehicles acquired in early 2023.  The City is investigating funding sources for EV charging infrastructure for the Public Safety Center, City Hall and the Public Works Corp Yard. The City will be installing two additional charges at the Public Works Corp yard.
Program M-7.8B	<b>Parking Standards.</b> Periodically revisit off-street parking standards to include incentives or additional standards for clean air vehicles, bicycles and e-bikes, shared vehicles, and other low-emission travel modes.	CDD	PW	No Action		
Program M-7.9A	<b>Commuter Parking.</b> Regularly evaluate the need for parking around the SMART stations and San Rafael Transit Center, as well as ways to meet that need.	PW	Parking Services	No Action		

**COMMUNITY SERVICES INFRASTRUCTURE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program CSI-1.1A	<b>Communication.</b> Maintain regular communications with the School Districts, including periodic joint City Council/School Board meetings, to foster collaboration and address issues of mutual interest.	CM		Ongoing	Began engagement work with schools, identified contacts for school weekly information packets	The City often engages with the school district on matters on topics that include, but are not limited to, pedestrian safety, homelessness, and after school care.
Program CSI-1.1B	<b>Partnerships with Schools.</b> Participate in public and private school initiatives to educate students about local issues and City government.	CM		No Action		Conducted Focus Groups with Canal Alliance's UP students, where we provided education to local students on Sea Level Rise issues in San Rafael, and addressed various other community concerns.
Program CSI-1.1C	<b>Higher Education.</b> Expand partnerships with Dominican University, the College of Marin, and other nearby colleges and universities to support local education and lifelong learning.  See Goal EDI-5 for additional guidance on educational programming. See Policy LU-2.7, Policy PROS-2.4, and Policy EDI-5.1 for guidance on child care.	L&R		No Action		The Recreation Division partnered with SF Marin Jewish Community Services to sponsor a summer recreation internship program.
Program CSI-1.2A	<b>Joint Use Agreements.</b> 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.	L&R		No Action		The Recreation Division entered into a new MOU with SRCS to develop a more inclusive afterschool childcare program at the Glenwood Elementary School campus. This program will increase the number of students served from approximately 70 to up to 120.
Program CSI-1.3A	<b>Internships.</b> Provide City-sponsored internships for working-age students and assist with publicity about other internship opportunities through partnerships with the Marin County Office of Education and others. Encourage and facilitate local businesses and non-profits to provide internships, apprenticeships, mentoring, and vocational programs.	CM	PW, ED, CDD	Ongoing		Via the Sea Level Rise Collaborative project, the CMO supported and promoted Canal Alliance's internship program to hire two local students to support the collaborative and other advocacy programs. The Digital Department has also hired several interns to support City services.  DPW provides an internship program that allows students in engineering-related fields to be work with public works engineers and assist in various tasks. In addition, DPW is looking into an <u>internship program for the maintenance team.</u>
Program CSI-1.4A	<b>City Programs and Classes.</b> 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.	L&R		Ongoing	In 2022, the Library & Recreation department continued to expand post-pandemic programming. As part of the Parks & Recreation Master Plan process, the department also conducted a survey and community meetings to determine what residents most value in recreation and leisure programming.	In 2023, the Library & Recreation department continued to expand programming, increasing the number of classes, activities, and programs offered in comparison to 2022. The Recreation Division surveyed Tennis Players, resulting in a new pilot program to remove the keys on court gates in favor of allowing free, first-come first-served.
Program CSI-1.5A	<b>School Construction Projects.</b> Coordinate with school personnel on campus construction, modernization, and improvement projects.	CDD	PW	Ongoing	Coordinating with San Rafael School District outreach meetings to discuss about improvement projects.	Continued coordination with San Rafael School District outreach meetings to discuss about improvement projects. The Department of Public Works will continue to coordinate with San Rafael School Districts to review safety issues, develop conceptual plans, and seek funding through grants to implement projects into construction.
Program CSI-1.5B	<b>Long-Range Planning and Development Review.</b> Collaborate with schools on long range planning and development review, including collection of appropriate fees, enrollment projections, and planning for future improvements.	CDD	PW	No Action		
Program CSI-2.1A	<b>New Main Library.</b> 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.	L&R		Progress	In 2022, continued to explore funding opportunities for a new library and secured a State Library grant to pursue critical infrastructure improvements for the Carnegie Library.  In 2021, completed a conceptual design process to explore options for a joint library and community center at Albert Park.	In 2023, the City conducted a poll of registered voters to gauge support for a tax measure to support a new Downtown Library.
Program CSI-2.2A	<b>Pickleweed and Northgate Libraries.</b> Modernize and expand the Pickleweed and Northgate Libraries so they are adequately equipped to deliver the services needed in the surrounding communities.	L&R		Progress	In 2022, secured a State Library grant for the Pickleweed Library to expand the public and staff space within the existing footprint of the facility.	In 2023, staff began to develop an RFP for design and architectural services for an expansion of public and staff space within the Pickleweed Library.
Program CSI-2.2B	<b>School Libraries.</b> Consider partnerships with the school district to make high school libraries available to the public.	L&R		No Action		

**COMMUNITY SERVICES INFRASTRUCTURE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program CSI-2.4A	<b>Focused Services.</b> Provide dedicated library programs for children, youth, older adults, and Spanish-speaking residents. Provide other services, such as free internet access and electrical	L&R		Ongoing	In 2022, the Library continued popular virtual programs, and brought back in person programs. In person programs include storytimes, book clubs for youth and Spanish speakers, drop-in	The Library continued to offer a wide variety of programs for all ages and in multiple languages. In 2023, the Library offered storytimes, book clubs for youth and Spanish speakers, drop-in technology
Program CSI-2.4B	<b>Literacy Programs.</b> Continue to offer literacy and tutoring programs for English learners, as well as support and training for volunteer tutors.	L&R		Ongoing	In 2022, the Library restarted the Reading Buddies program that pairs beginning readers with adult volunteers for a standing weekly appointment to practice reading. Our youth participants are from households that do not speak English at home. Volunteers were	In 2023, the Library continued the Reading Buddies program that pairs beginning readers with adult volunteers for a standing weekly appointment to practice reading. Youth participants are from households that do not speak English at home. Volunteers were
Program CSI-3.1A	<b>Police Department Strategic Plan.</b> Develop a Strategic Plan for police services to evaluate trends, establish goals, prioritize future actions, determine budget needs, and align services with other City departments. The Plan should include a proactive response to issues relating to social justice and compassionate law enforcement. Engage the community, including local businesses, in this process.	PD		No Action		
Program CSI-3.1B	<b>Capital Facilities.</b> Complete improvements to essential public safety facilities made possible by voter-approved measures. Conduct periodic evaluations of facility and technology needs in the future to ensure that the Police and Fire Departments are equipped to respond to emergencies and deliver quality services.	FIRE	PW, CM, PD, CDD, Finance	Progress	In 2020, Phase 1 of the essential facilities strategic plan was completed with the Public Safety Center. In 2021, construction of Phase 2 of the essential facilities plan started. In 2022, the Fire Department in collaboration with the Public Works department was on track with completing the Facilities projects with Fire Stations 54 & 55 currently in progress. Estimated completion of the stations is spring of 2023.	Station 54 is set to reopen in January 2024. Crews reoccupied Station 55 during the spring of 2023 under a temporary certificate of occupancy while final work is being completed.
Program CSI-3.1C	<b>Public Safety Training.</b> Provide and encourage ongoing employee training to ensure public safety staff skills remain current and innovative. Continue to provide training in de-escalation and least harm techniques, as well as mental health and racial bias training.	PD	HR, FIRE	No Action		
Program CSI-3.1D	<b>Vehicle and Equipment Maintenance.</b> Maintain and upgrade vehicles and equipment as necessary.	PD	Parking Services	Ongoing	On February 2, 2022, City Council approved the replacement of five patrol cars with hybrid vehicles and two parking enforcement cars with electric vehicles.  Hybrid and/or electric vehicles are purchased for ongoing replacement or as part of maintenance for patrol, unmarked, and other pool vehicles.	Parking Services acquired 2 EV enforcement vehicles in early 2023 and they are now in service.
Program CSI-3.2A	<b>Crime Prevention through Environmental Design.</b> Design new public and private development to achieve "eyes on the street," including site planning, lighting, landscaping, and architectural design features that reduce the potential for crime.	PD	CDD	No Action		
Program CSI-3.2B	<b>Emergency Response Time.</b> Use the development review process to identify appropriate measures to reduce fire hazards and ensure emergency response capacity that is consistent with National Fire Protection Association standards.	PD	CDD	No Action		
Program CSI-3.3A	<b>Community Safety Programs.</b> Implement community public safety programs such as National Night Out and the Citizens Police Academy to support a safer community and promote positive relationships between law enforcement officials and residents. Implement similar programs promoting fire prevention and preparedness.	PD		No Action		

**COMMUNITY SERVICES INFRASTRUCTURE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program CSI-3.3B	<b>Business Outreach.</b> Engage the business community in public safety program development and implementation. This should include increasing awareness of existing programs and developing new initiatives and partnerships to address property crime and other public safety issues affecting local businesses.	PD		No Action		
Program CSI-3.4A	<b>Foot Patrol Services.</b> Maintain and potentially expand foot patrol services. Continue to work with homeless service organizations, mental health professionals, and the business community to create a safe, welcoming environment in Downtown San Rafael and other parts of the city.	PD		No Action		
Program CSI-4.1A	<b>Capital Improvement Programming.</b> 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.	PW		Ongoing	A new CIP budget is developed every year outlining proposed improvements for the next three years. The last CIP for FY22/23 - 24/25 was adopted in June 2022. The next CIP for FY 23/24 - 25/26 is anticipated to be available mid-2023.	The Capital Improvement Program (CIP) provides a 3-year outlook on available funding and planned projects that will be worked on by DPW. The CIP is updated every year to add new projects, reranked old ones, and include the latest budgetary information. In addition, the City coordinates with utility providers and transit agencies to align future improvements.
Program CSI-4.1B	<b>Funding for Maintenance and Capital Costs.</b> 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.	PW		Ongoing	Funding sources for maintenance and capital projects include annual revenues from regulatory and impact fees, state and local taxes, and voter-approved initiatives such as Measures A and AA. Grants (e.g., OBAG 3) have also been secured for several capital projects. Staff will continue to looking for funding opportunities.	Funding sources for maintenance and capital projects include annual revenues from regulatory and impact fees, state and local taxes, and voter-approved initiatives such as Measures A and AA. Grants (e.g., OBAG 3) have also been secured for several capital projects. Staff will continue to looking for funding opportunities.
Program CSI-4.1C	<b>Community-Supported Services.</b> Consider community-supported (e.g., cooperative) services as an alternative to bring fundamental service upgrades to neighborhoods and managing capital costs.	ED	Finance	No Action		
Program CSI-4.2A	<b>Long-Term Planning.</b> Continue to use the CIP to analyze and respond to local capital facility needs.	PW		Ongoing	CIP includes funding for several master plans to assist with the City's long-term planning for facility and infrastructure maintenance and improvement needs.	CIP includes funding for several master plans to assist with the City's long-term planning for facility and infrastructure maintenance and improvement needs. In addition, the Assessment Management Inventory the city began this year will help with future planning for routine maintenance and CIP projects.
Program CSI-4.2B	<b>Engineering Standards.</b> Require new development to comply with the subdivision standards in the San Rafael Municipal Code, as well as relevant Marin County and utility district engineering standards.	PW		Ongoing	New and redevelopment projects are required to comply with relevant codes, standards, and regulations based on project scope and size. Larger projects may be required to make frontage and	New and redevelopment projects are required to comply with relevant codes, standards, and regulations based on project scope and size. Larger projects may be required to make frontage and
Program CSI-4.2C	<b>Impact Fees.</b> Continue to collect impact fees and use other funding mechanisms to ensure that new development pays its fair share of providing/upgrading services associated with that development.	CDD	FIN	Ongoing		Staff continues to collect impact fees and use other funding mechanisms to ensure that new development pays its fair share of providing/upgrading services associated with that development.
Program CSI-4.3A	<b>Design Review.</b> Require design review for City projects. Provide complementary design review for major projects proposed by other public agencies.	CDD		Ongoing	The Community Development Department continued to require Environmental and Design Review for City. In 2022, staff conducted an Environmental and Design Review (ED21-002) for the Tiscornia Marsh Restoration Project. The project proposes to restore the 23-acre tidal marsh/mudflats and shoreline levee located north and outboard of Canal Street, as well as the five acre, City-owned diked marsh located north of the Albert J. Boro Center/Pickleweed Park Playfields.	Staff continued to require design review for City projects. Provide complementary design review for major projects proposed by other public agencies.

**COMMUNITY SERVICES INFRASTRUCTURE ELEMENT**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program CSI-4.3B	<b>CIP Process.</b> Continue to make the City's CIP easily available and to solicit public input in the CIP process, including web-based and social media applications that facilitate community feedback.	PW		Ongoing	The annually adopted CIP is publicly available on City's website. City staff solicits public input during CIP projects and accepts feedback on infrastructure improvements. Suggestions for projects are considered when planning for future CIP.	The annually adopted CIP is publicly available on City's website. Suggestions for projects by the community, other city departments, and council are considered when planning for future CIP.
Program CSI-4.4A	<b>Public Space and Infrastructure.</b> Seek opportunities to improve environmental quality in the design of streets, infrastructure, and public spaces. For example, public space improvements provide an opportunity to retain and treat stormwater through	PW		Ongoing	Opportunities for green infrastructure continues to be evaluated during the design of CIP projects. The Spinnaker Point Parking Modification project constructed a landscaped area/strip between the street and sidewalk. The 2nd/4th Street intersection project	CIP projects are required to follow the state and local MCSTOPP requirements for stormwater treatment. This includes installation of green infrastructure when thresholds are reached.
Program CSI-4.4B	<b>Reducing Impervious Surfaces.</b> Pursue porous pavement, rain catchment areas, and similar elements that reduce runoff.  See also policies and programs under Goal C-4 of the Conservation/Climate Change Element (green streets, low carbon concrete, cool pavement, etc.)	PW		Ongoing	Opportunities for reducing impervious surfaces are explored during design and implemented if possible during construction of projects. New and redevelopment projects are encouraged to incorporate pervious surfaces as part of BASMAA storm water control requirements.	Opportunities for reducing impervious surfaces are explored during design and implemented if possible during construction of projects. New and redevelopment projects are encouraged to incorporate pervious surfaces as part of BASMAA storm water control requirements.
Program CSI-4.6A	<b>Guidance Document.</b> Prepare a guidance document for incorporating sea level rise into the City's capital planning	Sustainability	PW	Ongoing		The City is working on hiring a consultant that will help guide the City's efforts in determining how it should best address the impacts of sea level rise.
Program CSI-4.6B	<b>Coordination with Service Providers.</b> Coordinate with water, sewer, energy, solid waste, and telecommunication service providers to prepare a plan for retrofitting critical infrastructure for rising sea levels, more intense storms, and other climate-related impacts.	PW	Sustainability	Ongoing	The Sustainability team is conducting a sea level rise feasibility study, which aims to develop recommendations for addressing sea level rise through a collaborative effort involving the community, technical experts, and other effected parties.	Additional grant funding was secured this year to dedicate additionally resources to analyzing the vulnerability of critical facilities and their exposure and sensitivity to flooding. This work will include working directly with the agencies managing these critical assets.
Program CSI-4.7A	<b>Pavement Management.</b> Continue participation in the Pavement Management Program to assist in prioritizing street resurfacing projects. Adjust prioritization criteria as needed to ensure that pavement condition, traffic safety, equity, and community input are addressed.	PW		Ongoing	In 2022, the Department of Public Works continued to implement the City's annual pavement management program providing vital updates to the City's 331 lane mile network. Funding for the PMP is allocated during the planning for future CIP.	DPW continues to implement the City's annual pavement management program (PMP) providing vital updates to the City's 331 lane mile network. Funding for the PMP is allocated during the planning for future CIP and includes general fund, SB1 funds and Reuse fees.
Program CSI-4.7B	<b>Street Sweeping.</b> Continue to maintain a street sweeping program. Work with neighborhoods on ways to improve street sweeping efficiency and to publicize street sweeping programs. Investigate alternative funding sources for street sweeping.	PW		Ongoing	The current street sweeping schedule can be found on City's website. The website also includes quick tips and reminders for how neighborhoods can help maintain clean streets and an inquiry form for any questions regarding street sweeping.	The current street sweeping schedule can be found on City's website. The website also includes quick tips and reminders for how neighborhoods can help maintain clean streets and an inquiry form for any questions regarding street sweeping.
Program CSI-4.7C	<b>Sidewalk Repair.</b> Continue to implement a cost-sharing program for Sidewalk Repair with residential property owners that is consistent with the State Streets and Highway Code, property owner interest, and funding availability. The success of the program, as well as sidewalk conditions and repair priorities,	PW		Ongoing	Public Works continues to manage a sidewalk repair program, which includes 50-50 cost-sharing with property owners (up to a maximum of \$1,000 in City contribution). Funding for the program is allocated during the planning for future CIP.	Public Works continues to manage a sidewalk repair program, which includes 50-50 cost-sharing with property owners (with a maximum City contribution). Funding for the program is allocated during the planning for future CIP. The City plans to present an update in 2024 to the City Council.



**COMMUNITY SERVICES INFRASTRUCTURE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program CSI-4.7D	<p><b>Street Lighting Program.</b> Continue efforts to improve street lighting, staying mindful of the need to balance financial, public safety, and environmental objectives.</p> <p>See also Policy C-1.19 and Program C-1.19A on night lighting and dark skies. See Policy C-1.16 on urban forestry and Policy CDP-3.5 on street trees. See Policy EDI-4.2 on equitable maintenance.</p>	PW		Ongoing	In 2022, new lights were installed at the Pickleweed Park picnic tables to improve overall lighting and safety. Public Works is currently working with PG&E on street lighting improvements in the Canal Neighborhood. Street lighting is also reviewed and improved, as needed, as part of traffic signal modifications.	Tanko Lighting Project will be implemented for Fiscal Year of 2023/2024. Objective is to improve over 300+ light fixtures that were previously identified in a street light improvement study. The Department of Public Works worked with PG&E to install 35 new light fixtures on existing electrical poles in the Canal neighborhood. In addition the city received ATP funding for the Canal Transportation Experience project which includes lighting in additional locations in the Canal. This project is anticipated to start design in 2024.
Program CSI-4.8A	<p><b>Urban Water Management Plan.</b> Support MMWD's efforts to regularly update and implement an Urban Water Management Plan.</p>	PW	Sustainability	No Action		
Program CSI-4.8B	<p><b>Water Supplies.</b> Monitor efforts by the MMWD to implement conservation standards and expand the local water supply to meet long-term needs and potential future drought conditions.</p>	PW	Sustainability, CDD	No Action		
Program CSI-4.8C:	<p><b>Water Pressure and Storage.</b> Work with MMWD to ensure that water pressure and storage remains adequate for fire-fighting, and to implement standards for new development that ensure adequate water flow.</p>	FIRE	PW	No Action	The MMWD Fire Flow program funded by the Fire Flow Improvement tax has enabled the Water District to make substantial improvements to water pipes in San Rafael where old lines were not seismically sound, and due to age, were not suitable	In the past year, the Water District has made fire flow improvements along several streets in the West End areas of San Rafael.
Program CSI-4.9A	<p><b>Coordination of Services.</b> Support efforts by the Las Gallinas Sanitary District, Central Marin Sanitation Agency and San Rafael Sanitation District to maintain high-quality wastewater collection and treatment facilities and implement sustainability programs.</p>	Sanitation		No Action		
Program CSI-4.10A	<p><b>Replacement of Aging Facilities.</b> Pursue the replacement of older or failing drainage facilities such as metal pipes and stormwater pumping stations with more durable and resilient materials, or with new structures and pumps.</p>	PW		Ongoing	<p>On September 6, 2022, City Council authorized the execution of an agreement for the performance of stormwater pump station repairs.</p> <p>On October 17, 2022, City Council adopted resolutions for the San Quentin Pump Station Reconstruction Project, City Project No. 11334.</p> <p>The CIP also plans for incremental replacement of corrugated metal pipes every year.</p>	<p>"The CIP continues to incremental replacement of corrugated metal pipes every year.</p> <p>The city continues its efforts to create a storm water master plan which will include maintenance and replacement goals for aging infrastructure."</p>
Program CSI-4.10B	<p><b>Silt Removal.</b> Continue to remove accumulated silt from City maintained drainageways, ponds, and creeks subject to tidal siltation such as Mahon and Irwin Creeks. Sediment from stream flow and deposition should be considered a potential resource.</p>	PW		Ongoing	Public Works continues to remove accumulated silts as part of routine maintenance.	Public Works continues to remove accumulated silts as part of routine maintenance.

**COMMUNITY SERVICES INFRASTRUCTURE ELEMENT**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program CSI-4.10C	<b>Sustainable Stormwater Management.</b> Seek funding for projects that restore the natural characteristics and functions of stormwater systems, such as bioswales and conversion of concrete ditches to natural creeks. Such projects should mitigate the effects of urban runoff, reduce flood hazards, and improve water quality and habitat value	PW		No Action	Opportunities for sustainable stormwater management are explored as part of active project(s) when feasible and as required for permitting.	Opportunities for sustainable stormwater management are explored as part of active project(s) when feasible and as required for permitting.
Program CSI-4.11A	<b>Funding.</b> Utilize federal Army Corps of Engineers funds to survey and plan for Canal dredging. Pursue additional funding for dredging and maintenance, and for levee repair and sea level rise adaptation improvements.	PW		Ongoing	Worked with the Army Corps of Engineers to secure \$7.7 million to dredge the federal channel in the fall 2022. In addition, the City coordinated an umbrella permit for all properties along the canal to secure environmental clearance to dredge between the federal channel and the shoreline. In 2023, the City plans to explore an assessment district to create a reliable funding source.	In future years the City plans to explore an assessment district to create a reliable funding source.
Program CSI-4.12A	<b>CMSA Capacity Expansion.</b> Support implementation of the CMSA/ MMWD Recycled Water Study recommendations, enabling increased use of recycled water and reduced potable water demand.	PW		Ongoing	Public Works participates in meetings with MMWD in support of implementation of a recycled water study.	
Program CSI-4.12B	<b>Las Gallinas Expansion Project.</b> Support completion of the Recycled Water Expansion Project and continued expansion of recycled water capacity.	PW		No Action	Public Works participates in meetings with MMWD in support of implementation of a recycled water from Las Gallinas.	
Program CSI-4.12C	<b>Sewer Line Replacement.</b> Replace low-lying sewer pipes as needed to reduce saltwater intrusion, thereby reducing the cost of producing reclaimed water.	SRSD		No Action		
Program CSI-4.13A	<b>Backup Energy Provision.</b> Evaluate backup energy provisions for critical public facilities, mass transit (including rail crossings), and wireless infrastructure and upgrade as needed. Encourage the use of fuel cell, battery storage, and solar generator backups, rather than gasoline-powered generators.	PW	Sustainability	No Action		
Program CSI-4.13B	<b>Microgrids.</b> Encourage further exploration of microgrids, allowing locally-generated renewable energy networks to supplement the electrical distribution system and provide back-up power in the event of an emergency,	Sustainability	PW	No Action		

**COMMUNITY SERVICES INFRASTRUCTURE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program CSI-4.13C	<b>Emergency Power and Communication.</b> Use public facilities as emergency centers for electricity, communication, and cooling in the event of a disaster, extreme heat event, or extended power outage.	FIRE	L&R	No Action		
Program CSI-4.14A	<b>Funding for Undergrounding.</b> Explore funding opportunities and financing mechanisms to accelerate the undergrounding of utilities, including Rule 20A and B funds, private funding, and assessment districts.	PW		Ongoing	Additional Rule 20A work credit was allocated for City of San Rafael in 2022.	In 2023 the City Council approved the creation of an undergrounding district along Canal Street and directed city staff to work with PG&E to apply the balance of work credits for Rule 20A to Canal Street.
Program CSI-4.14B	<b>Prioritizing of Undergrounding Projects.</b> Develop a process to prioritize utility undergrounding projects. Among the factors to be considered are aesthetics, visibility, fire hazards, and vulnerability to flooding and sea level rise.	PW		Ongoing	Public Works is working with PG&E to establish a new utility undergrounding district within the Canal Neighborhood. Their new district is anticipated to be created in 2023.	In 2023 the City Council approved the creation of an undergrounding district along Canal Street and directed city staff to work with PG&E to apply the balance of work credits for Rule 20A to Canal Street.
Program CSI-4.14C	<b>Public Information.</b> Provide information to the public on the costs of undergrounding projects, and the options for funding.  See the Safety and Resilience Element for additional policies and programs on fire safety and power lines	PW		Ongoing	Estimated budget/costs for undergrounding projects are publicly available in the CIP and/or project website.	"The approximate cost of undergrounding Canal Street was provided in the staff report to the city council.  The permitting teams directs applicants to coordinate with PG&E if the project would like to underground utilities through the Rule 20B program."
Program CSI-4.15A	<b>Technology Improvement Plan.</b> Develop and maintain a multi-year plan for funding and prioritizing major City technology projects.	Digital		Ongoing	The City manages a reserve fund for technology infrastructure replacement and projects to support aging infrastructure and legacy systems	The City manages a reserve fund for technology infrastructure replacement and projects to support aging infrastructure and legacy systems
Program CSI-4.16A	<b>Fiber Optic Infrastructure.</b> Continue to encourage and permit the expansion of fiber optics infrastructure from existing "backbone" conduits to potential "last mile" customers.	PW		Progress	Public Works reviews and issues encroachment permits for the expansion and/or modification of telecommunication systems and services by the respective providers.	Public Works has issued encroachment permits to service providers. Also, in 2023 the City delayed the pavement of the Third Street project to allow Sonic to complete their backbone infrastructure through the corridor.
Program CSI-4.16B	<b>Service Providers.</b> Work with telecommunication service providers to improve access to state-of-the-art systems and services.	PW		No Action	Public Works reviews and issues encroachment permits for the expansion and/or modification of telecommunication systems and services by the respective providers.	Public Works reviews and issues encroachment permits for the expansion and/or modification of telecommunication systems and services by the respective providers.
Program CSI-4.16C	<b>Reliability.</b> Support efforts to "harden" mobile communication infrastructure so it is operational or can be quickly restored during a power outage or emergency.  See the Community Design and Preservation Element for policies to mitigate the visual effects of antennae and collocate new telecommunication facilities	Digital	PW	Ongoing	The City has established a redundancy City network at public safety facilities including the installation of a FirstNet hub at our Public Safety Center in coordination with AT&T to designate that facility as an essential communications hub. We are currently exploring redundancies at other Fire Stations to failover to 4G/5G networks and integrating redundant network connections to our City network.	The City continues to maintain redundant networks at Citywide facilities and developed a network improvement plan for all city facilities to improve network stability, connectivity, and redundant connections to the internet.  Public Works reviews and issues encroachment permits for the expansion and/or modification of telecommunication systems and services by the respective providers. This includes battery backup installation by Comcast for emergency 911 connections.
Program CSI-4.17A	<b>Waste Reduction.</b> Implement waste reduction programs consistent with the San Rafael Climate Change Action Plan and Zero Waste Goal. These include partnerships with Zero Waste Marin, Marin Sanitary Service, and other organizations; requirements for construction and demolition debris recycling; increased monitoring of waste diversion targets; waste audits; and additional infrastructure for removal of recoverable materials from the waste stream.	Sustainability		Ongoing	City has procured recycling and composting containers for all departments and has been conducting recycling and composting trainings. City works with Marin Sanitary Service, Zero Waste Marin and others regularly to support recycling programs. City has a Construction Demolition and Debris regulation as part of the Statewide Green Building regulations. City helped fund a Waste Characterization Study through Marin Sanitary Service to set baseline data and identify strategic areas to increase diversion from landfill.	
Program CSI-4.17B	<b>Recycling.</b> Continue recycling programs and expand these programs to increase waste diversion rates for homes, apartments and workplaces.	Sustainability		Ongoing	On March 7, 2022, City Council repealed Chapter 9.19 - Refuse and Recycled Materials Collection and Disposal and replaced it with new Chapter 9.19 - Solid Waste Collection and Disposal and Edible Food Recovery. As required by the new law, this amendment provides for additional regulation of organic waste and places requirements on residents and businesses to subscribe to organics collection services and source-separate materials into the appropriate collection containers.	
Program CSI-4.17C	<b>Construction and Demolition Waste.</b> Continue to implement programs requiring recycling of construction and demolition debris. Encourage the reuse of recycled building materials in future projects.	CDD (Building)	Sustainability	Ongoing	City has a Construction Demolition and Debris regulation as part of the Statewide Green Building regulations and is working with Zero Waste Marin to streamline compliance.	

**COMMUNITY SERVICES INFRASTRUCTURE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program CSI-4.17D	<b>Waste Reduction Programs.</b> Continue efforts to reduce electronic waste, refrigerants, and single use plastics; and ensure proper disposal of household hazardous waste. This should include enforcement of City bans on plastic bags and polystyrene foam and potential new programs to reduce microplastics from waterways.	Sustainability		Ongoing	City continues to enforce our bag and polystyrene ordinances and find ways to reduce other waste and single use plastics.	
Program CSI-4.17E	<b>Community Composting.</b> Implement a mandatory community-scale program for curbside collection, composting, or other low-emission conversion of food and green waste, as well as vegetation cleared through fire prevention efforts. The program shall comply with SB 1383 requirements to divert at least 75% of organic waste from landfills.	Sustainability	CDD	No Action	On March 7, 2022, City Council repealed Chapter 9.19 - Refuse and Recycled Materials Collection and Disposal and replaced it with new Chapter 9.19 - Solid Waste Collection and Disposal and Edible Food Recovery. As required by the SB 1383 law, this amendment provides for additional regulation of organic waste and places requirements on residents and businesses to subscribe to organics collection services and source-separate materials into the appropriate collection containers.	
Program CSI-4.17F	<b>Waste to Energy.</b> Support the Central Marin Sanitation/Marin Sanitary Food to Energy Program and other programs that capture energy from waste processing and disposal.	Sustainability		Ongoing	City continues to support and promote this program.	
Program CSI-4.17G	<b>Recyclable Waste Receptacles.</b> Support efforts by Marin Sanitary to install waste receptacles for recyclables in areas of heavy pedestrian traffic.	Sustainability	PW	Ongoing		
Program CSI-4.18A	<b>Recycling Education.</b> Encourage Marin Sanitary to continue its recycling education programs and to expand awareness of "reduce, reuse, and recycle" principles among all residents and employees. Programs to promote reuse and repair of consumer goods rather than landfill disposal should also be supported.	Sustainability		Ongoing	Marin Sanitary Service launched their Where Does it Go, Joe? app and online resource and the City promotes it regularly.	
Program CSI-5.1A	<b>Cost-Benefit Methodology.</b> Develop guidelines and procedures to more formally incorporate cost-benefit and fiscal impact analysis in the evaluation of new projects and programs.	CDD	CM, ED, Finance	No Action		
Program CSI-5.2A	<b>Public Involvement.</b> Continue to involve residents and businesses in the budget process to the extent feasible, through community meetings, focus groups, social media, and other outreach methods. Issues associated with rising pension costs also should be reported in a transparent manner.	Finance	PW, CM	Ongoing	The Finance Department provided an Interim Financial Update and Budget Amendment at the March 7, 2022 City Council Meeting.  The Finance Department and Department of Public Works presented the Final Citywide Proposed Budget for Fiscal Year 2022-2023 and Legal Spending Limit at the June 21, 2022 City Council Meeting.	The Finance Department, Library & Recreation Department, and the Department of Public Works shared and presented the final Citywide Proposed Budget for Fiscal Year 2023-2024 and Legal Spending Limit at the City Council Meeting on June 5, 2023. Additionally, the City Manager's office, working with the Digital Department, presented the 2023-2025 Goals and Objectives planning document. This document outlines the City's main priorities and how they connect with the budget. Residents were invited to participate by providing their thoughts and comments to city staff and elected officials.
Program CSI-5.3A	<b>Program Assessment.</b> Continue to provide budget and finance progress reports to the City Council. Continue to use benchmarks and quantifiable metrics, as well as qualitative evaluations, to monitor performance and determine progress in achieving program goals and objectives.	Finance		Ongoing	The Finance Department brought mid-year and annual reports to Council, including the year-end report for FY 2021-22 that was taken to Council on September 19. The Finance Department tracked performance and fiscal outcomes closely.	
Program CSI-5.3B	<b>Surveys.</b> Regularly survey residents on their satisfaction with specific City services and programs (see also Program EDI-1.3B).	CM	CDD, PW, L&R	Ongoing	Surveyed community on priorities, sustainability, and around policies such as leaf blowers.	Community members were engaged through surveys to gather their priorities for the formation of the Police Advisory and Accountability Committee. Residents had the opportunity to participate in an interactive version of the survey alongside their elected officials at open house events hosted at the four Council Districts. Residents were also surveyed to assess the community's comprehension of Sea Level Rise, providing valuable input for future project development. In collaboration with Canal Alliance, the City also conducted a survey among Day Laborers to gain a deeper understanding of their specific needs as a labor group.
Program CSI-5.4A	<b>Revenue Monitoring.</b> Continue to maintain a revenue monitoring system to assist in trend analysis and revenue forecasting.	Finance		Ongoing	The Finance Department continued to maintain a robust forecast model to track revenues and expenditures and identify any potential challenges.	

**COMMUNITY SERVICES INFRASTRUCTURE ELEMENT**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program CSI-5.4B	<b>Grants.</b> Actively seek grants and encourage interdepartmental cooperation in preparing grant applications.	CM	CDD, PW, L&R, FIRE, PD	Ongoing	In 2022, the Library & Recreation and Public Works departments partnered to secure a Land & Water Conservation Fund grant to support the Pickleweed Park enhancement project.	In 2023, the Library and Recreation Department pursued a number of grant opportunities, including assisting the Downtown San Rafael Art District to apply for a grant for \$676,000 from the California Arts Council (successful), a \$6,380 Nutrition Infrastructure grant from the County of Marin (successful), Grant Funding from the County to support the Multicultural Older Adult congregate meal program (successful), a CalTrans CleanCA Local Grant to support the Pickleweed Park Enhancement Project (unsuccessful), a County of Marin Measure A 'FARE' Grant to support the City's Community Garden program (outstanding).  Provided support to the Sustainability division in acquiring additional grant funding for the Sea Level Rise Adaptation Planning project in the Canal neighborhood. Also assisted the Digital Department in securing a LATA grant with the objective of enhancing internet access in the Canal neighborhood. PW submits numerous grant applications annually to help support the CIP budget.
Program CSI-5.4C	<b>Cost of Services.</b> Periodically evaluate the cost of providing services and adjust revenue sources accordingly.	Finance		Progress	On December 19, 2022, City Council adopted a resolution amending the City Master Fee Schedule.	
Program CSI-5.4D	<b>New Revenue Sources.</b> Consider establishing new revenue sources to adequately fund services and respond to changing conditions, including sources that require voter approval.	City Clerk	Finance	Progress	Staff regularly reviewed and considered new and enhanced revenue opportunities.	
Program CSI-5.5A	<b>Funding Strategies for Infrastructure and Services.</b> In cooperation with other jurisdictions, develop funding strategies and joint powers agreements for infrastructure and services that create economies of scale for the contributing parties.	Finance		Progress	The Finance Department was involved in Shared Service Agreements and participated in other local partnerships.	

**ARTS CULTURE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program AC-1.10B	<b>New Funding Sources.</b> Explore potential new funding sources or funding relief mechanisms such as set-asides from transient occupancy taxes, sales taxes, or parking revenues; tax credits and property tax abatements; and corporate and foundation support.	ED	CM	No Action		
Program AC-1.10A	<b>Non-Profit, Private and Community Efforts.</b> Support the efforts of non-profit, private, and community organizations to apply for grants, raise funds, develop arts endowments, and promote community and business investment in art, cultural, and literary activities. This support could include funding, volunteers, staffing, coordination, providing space and materials, and similar collaborative efforts.	CM		Progress	Supported Youth in Arts and the Terra Linda community to develop a public art display.	Continued to support Youth in Arts through partnerships like the United Against Hate Week Poster Project and advertising gallery shows and events.
Program AC-1.1B	<b>Arts Facilities.</b> 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.	CM	L&R, ED, CDD	Progress	In 2022, worked with Downtown San Rafael Cultural Art District partners to apply for re-certification of the State's Cultural Art District designation.	San Rafael ranked number #4 among medium-sized communities nationwide in the Top 40 Arts-Vibrant Communities of 2023. The 2023 Arts Vibrancy Index, presented by SMU DataArts, the National Center for Arts Research, acknowledges and celebrates the most arts-vibrant communities throughout the United States. This recognition underscores San Rafael's status as a prominent artistic center within Marin and highlights its emergence as a key arts hub in the western United States.  The DSRAD was successfully renewed and received a \$600K+ grant for strategic planning, staffing, and programming art support in teh Downtown. City is working with DSRAD partners on grant implementation and strategic planning activities. Grant activiites supporting DSRAD will carry into 2024.
Program AC-1.1C	<b>Arts and Culture Master Plan.</b> 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.	L&R	CM, ED, CDD	Progress		In 2023, the City entered into an agreement with the California Arts Council to act as the fiscal sponsor for a \$676,000 grant award to the Downtown San Rafael Art District. The DSRAD is working on developing a Strategic Plan which should inform the City on recommended next steps to developing an Arts and Culture Master Plan.
Program AC-1.2A	<b>Falkirk Cultural Center.</b> 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.	L&R		Ongoing	In 2022, held six art exhibitions as well as fee-based watercolor and pastel art classes at the Falkirk Cultural Center.	In 2023, the Recreation division held four art exhibitions at Falkirk. The division also piloted a new Call For Artists process to select 2024 exhibitors, and asked the Public Art Review Board to review and approve Falkirk art exhibit proposals. The call for artists resulted in 26 proposals, of which the Board approved nine artists to share exhibit space at Falkirk Cultural Center for the 2024 season.
Program AC-1.2B	<b>Programs for Diverse Populations.</b> 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.	L&R		Ongoing	In 2022, DrawBridge expressive arts program continues, the Canal Youth & Family Program's monthly Canal Arts program resumed in February after a pandemic pause, and the Albert J. Boro Community Center's Art Room is rented out monthly for Voces del Canal's Art Workshop for Canal Families. The Library offered	In 2023, the DrawBridge expressive arts program continues, the Canal Youth & Family Program's monthly Canal Arts program resumed in February after a pandemic pause, and the Albert J. Boro Community Center's Art Room is rented out monthly for Voces del Canal's Art Workshop for Canal Families.
Program AC-1.2C	<b>Advocacy for Arts Programming.</b> Advocate for continued arts programming in public schools and other venues.	L&R		No Action		
Program AC-1.2D	<b>Public Information.</b> Work with local arts organizations to improve public awareness of local venues, galleries, exhibits, events, performances, and opportunities to participate in arts and cultural events in the city. Provide links to such information	CM	L&R	Progress	Worked with downtown businesses (including Art Works and art supply stores), Chamber of Commerce and Downtown Business Improvement District to provide Dia de los Muertos altars in downtown windows in October. Cross promoted events with	Facilitated the promotion of diverse arts organizations and events within the City through social media platforms and Snapshot, such as the Dia de los Muertos Celebration at the Albert J. Boro Community Center and Car Procession, Falkirk exhibitions, Laurel Dell Student

ARTS CULTURE ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program AC-1.3A	<b>Venues.</b> 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.	L&R		Ongoing	Continually worked with school districts in hosting activities at community centers.	
Program AC-1.4A	<b>Equitable Programming.</b> 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).	L&R		Progress	In 2022, the Pickleweed Advisory Committee approved a new weekly partnership with Vivalon for free weekly Zumba classes for older adults. The Recreation Division awarded scholarships to participate in programs to more than 30 families based on financial need. Developed a new Public Art Review Board and Public Art proposal process to increase access to arts and culture in public spaces in San Rafael.  In 2021, implemented and restructured the City's co-sponsorship application process at the Albert J. Boro Community Center to continue to offer free and reduced cost programming in the Canal community.	The City continued to offer a scholarship program for residents who demonstrate financial need, allowing them to access a wide variety of recreation programs, including arts programming. The City piloted a new Call For Artists process to select 2024 Falkirk Art exhibitors, and asked the Public Art Review Board to review and approve proposals. The call for artists resulted in 26 proposals, of which the Board approved nine (9) artists to share exhibit space at Falkirk Cultural Center for the 2024 season. This process led to more equitable distribution of exhibit space than prior years.
Program AC-1.5A	<b>Art in Public Places.</b> Evaluate the feasibility of an Art in Public Places Ordinance (or "percent for art" program) that would establish a funding source and/or mechanism for increasing public art. Strive for solutions that maximize flexibility in the way funds are collected and used.	L&R		No Action		
Program AC-1.5B	<b>Community-Based Outdoor Art Installations.</b> Support participatory public art projects that engage the community, such as murals, 3D art, and street painting. Such projects should	L&R		Ongoing	In 2022, the City supported the Terra Linda Social Justice Community Art Group in developing and installing a mural at Arbor Park.	In 2023, the City supported The Canal Arts in their effort to develop a mural on the Boro Community Center. The project is currently in the final stages of approval from the City's public art process.
Program AC-1.6A	<b>Art as a Community Benefit.</b> Recognize space for the arts as a community benefit in municipal code and density bonus programs. Expand incentives for incorporating arts space and arts features in new projects and in vacant and underutilized	CDD		No Action		
Program AC-1.6B	<b>Reducing Barriers.</b> Amend municipal codes or adopt new policies as needed to facilitate the temporary or interim use of vacant commercial or lobby space for art exhibits, display space, and "pop up" arts and cultural activities.	CDD	L&R, City Attorney	Progress		In 2023, the Public Art Review Board approved a temporary art exhibit focused on fair housing in the City Hall lobby.
Program AC-1.7B	<b>Art and Technology.</b> Support an expanded and more vibrant arts and cultural presence through technology, including the potential for "virtual" events and media that reach larger, more diverse audiences.  See also Policy LU-3.11 and Program EV-2.5C on special events	L&R	Digital	Progress	In 2021, offered three Art Exhibitions at the Falkirk Cultural Center online to create a virtual experience to reach a wider audience.  In 2021 and 2022, the Library offered monthly virtual Art Talks, in partnership with several art museums and private docents.	In 2023, the City continued to offer access to Falkirk art exhibitions online, creating a virtual experience to reach a wider audience. Additionally, the Library offered virtual art talks in partnership with several art museums and private docents.
Program AC-1.8A	<b>Arts District.</b> Leverage the Downtown San Rafael Arts District designation to encourage, promote, and support arts activities, attract visitors and business patrons, promote equity and inclusivity, and create a more welcoming and exciting downtown environment. Encourage multi-disciplinary art activities and events that showcase local talent and provide opportunities for	L&R	ED, CM	Progress	L&R and ED staff provided support for the Downtown San Rafael Arts District ("DSRAD") to receive funding from the California Arts Council as part of the State's \$30 million allocation to support the Cultural Arts Districts of California.	In 2023, the DSRAD cultural arts designation was recertified for an additional five years. Additionally, the City entered into an agreement with the California Arts Council to act as the fiscal sponsor for a \$676,000 grant awarded to the Downtown San Rafael Art District. Economic Development and Library & Recreation staff continue to provide support for the DSRAD.
Program AC-1.9A	<b>Communication.</b> Support ongoing communication with and among local arts organizations to address and resolve issues of concern, including pandemic recovery.	CM		Ongoing		
Program AC-1.9B	<b>Engagement in Community Actions.</b> Recognize the arts community as important stakeholders in local community actions and economic development strategies. Support artist engagement in planning and governance.	CM	ED, L&R	No Action		

**ARTS CULTURE ELEMENT**

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program AC-1.9C	<b>Showcasing Local Artists.</b> Consider artist in residence programs, poet laureates, City-sponsored lunch concerts and similar events showcasing the work of local artists and performers.	CM	L&R	Ongoing	Continued support of local artists through exhibits at Falkirk. Advertising exhibits in Snapshot the City's newsletter.	Hosts and promotes local art and performances featuring patrons participating in classes offered at our community centers. The City continues to support diverse community events such as Porchfest, Westend Block Parties, and other events that highlight local talent.  In 2023, the City launched a new process for inviting and selecting local artists to exhibit at Falkirk Cultural Center. The process included broad promotion and selection by the Public Art Review Board. The City received 26 applications from artists and selected 9 to participate in Falkirk exhibits in 2024.
Program AC-1.9D	<b>Reducing Costs.</b> Explore opportunities to create more affordable space for artistic production, including live-work and studio spaces, public cultural facilities, and affordable performance space. Remove barriers to reusing vacant or underutilized commercial space for this purpose.	CDD	ED	No Action		
Program AC-1.9E	<b>Volunteers.</b> Provide opportunities for volunteers in art, cultural, and literary events.	L&R		No Action		
Program AC-1.8B	<b>Cultural Tourism.</b> Promote cultural tourism (for example, visits to the Frank Lloyd Wright-designed Civic Center or the Mission San Rafael Arcangel) as a way to support and sustain the local arts community and hospitality industry. Partnerships with the Marin Convention and Visitors Bureau should be encouraged.	ED	CM	No Action		
Program AC-1.2A	<b>City Activities.</b> 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.	L&R		Ongoing	In 2022, continued to offer arts classes at all San Rafael Community Centers, including ceramics, watercolor, pastels, and a free weekly art program for youth in partnership with DrawBridge, monthly Canal Arts program for families and rental space for monthly Voces Del Canal art workshops. Partnered to produce the City's 34th annual Dia de los Muertos celebration. Provided space to six different art exhibits, open to all, free of charge, at the Falkirk Cultural Center.	In 2023, the Library and Recreation Department continued to offer arts classes at all San Rafael Community Centers, including ceramics, watercolor, pastels, and a free weekly art program for youth in partnership with DrawBridge, monthly Canal Arts program for families, and rental space for monthly Voces Del Canal art workshops. The City partnered to produce the City's 34th annual Dia de los Muertos celebration and provided space to four different art exhibits free of charge at the Falkirk Cultural Center.
Program AC-1.6C	<b>Central Performance Spaces.</b> Prioritize creation of central outdoor spaces suitable for community-wide events and performances in Downtown San Rafael, the 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.	L&R	ED	Progress		Through the Pickleweed Park Enhancement project, the City is supporting the installation of a gazebo and electrical infrastructure to serve as a new gathering and event space in the Canal neighborhood.
Program AC-1.7A	<b>Sponsorship of Events.</b> Support special events that provide quality arts, cultural, and enrichment activities in locations throughout the community.	L&R	ED	Progress		The CM Department is crafting updated sponsorship guidelines for Council consideration. Activity stems from growing community needs and targeted growth in equity and transparency of City sponsored events through fee waivers, in-kind services, and cash sponsorships.  Through partnership with the Downtown San Rafael Art District, the



ECONOMIC VITALITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program EV-1.1A	<b>Education About the Local Economy.</b> Continue to promote a business-friendly climate by educating decision-makers and the public about the inter-relationship of community life and economic vitality. This should include data on the local economy, including indicators of San Rafael's economic health, disseminated through the City newsletter, City website, social media, staff reports, and other means.	ED		Progress	The City is underway on an Economic Development Strategic Plan that will outline the existing economic conditions and provide the targeted programmatic efforts to support economic vitality. It is anticipated that the strategic plan would be adopted by the City Council in 2023.	EDSP was adopted in 2023 and is in early implementation stages. Baseline economic data was included in the EDSP and performance metrics and economic trend analysis will be incorporated in EDSP plan updates
Program EV-1.1B	<b>Economic and Fiscal Impacts.</b> Continue to evaluate economic and fiscal impacts in reports to the Planning Commission and City Council.	ED		No Action		
Program EV-1.1C	<b>Pandemic Recovery.</b> Develop and implement prudent and economically viable measures to recover losses in City revenue resulting from the COVID-19 pandemic.  See also Policy EV-1.7 on the importance of workforce housing to the local economy	Finance		Ongoing	The City experienced lower losses of revenue than initially anticipated as a result of stronger sales tax receipts and Federal and State aid. However, pandemic impacts continue to linger. The City is responding by undertaking an Economic Development Strategic Plan that supports economic recovery and growth from the pandemic.  The City is also analyzing affected programs such as Parking and Childcare services to determine how business can be done differently with the goal of producing more revenues or reducing cost.	
Program EV-1.2B	<b>Equitable Economic Development Strategy (EEDS).</b> Collaboratively develop an EEDS that identifies the economic sectors the City seeks to grow, the mechanisms for attracting these sectors to San Rafael, the areas of the city earmarked for growth, and target estimates for wage levels and business volumes. The Strategy should engage residents, businesses, thought leaders, and community groups and be designed to address locally identified needs, challenges, and priorities. Potential partners for preparing the EEDS should be identified so that the work fully leverages current research, local resources, and expertise.	ED		Progress	On June 21, 2022, City Council adopted a resolution approving the execution of a Professional Services Agreement with to prepare the City of San Rafael Economic Development Strategic Plan.	See EV1.1A above for progress.
Program EV-1.3A	<b>Chamber of Commerce and Business Improvement District.</b> Sustain partnerships with the Chamber of Commerce, the Downtown Business Improvement District, and other business organizations to improve the business climate and support local businesses.	ED		Progress	On December 5, 2022, City Council approved the continuation of the annual assessments for 2023 supporting the Downtown Business Improvement District.	
Program EV-1.3B	<b>Relationships with the Real Estate Community.</b> Engage the local commercial and residential real estate brokerage and development community in identifying and resolving barriers to doing business in San Rafael and keeping City staff informed of business trends and changes. This engagement should occur on	ED	CDD	Progress	Economic Development staff has initiated outreach to the commercial brokers representing San Rafael and getting feedback on commercial/multi-family real estate trends and perceived barriers for development.	ED staff continue to engage and develop relationships with the real estate brokerage community and are working toward creation of a business expansion program to be utilized by the development and business community. Anticipate launch of program in 2024.
Program EV-1.3C	<b>Marin County Economic Forum.</b> Work with the Marin County Economic Forum to analyze business trends, improve the economic health of the region, and encourage businesses vitality and profitability in San Rafael.	ED		Ongoing	The City actively participates in the regional economic development activities hosted by the Marin County Economic Forum.	Through membership dues, the City continues to support the research and data collection through Marin Economic Forum. San Rafael has taken a lead role of local government entities to support and enhance data collection and trend analysis to support sustained economic growth countywide.
Program EV-1.3D	<b>Communications with Residents.</b> Regularly communicate with residents on economic issues. Maintain consistent and accessible contact through, for example, meetings with neighborhood associations, the City website, and community	ED		No Action		
Program EV-1.3E	<b>Minority Business Outreach.</b> Work with local minority-owned businesses, business organizations, and non-profits to encourage business success and support job training and career advancement opportunities.	ED		Progress	Worked with Marin Small Business Development Center to market minority-owned small business grant funding opportunities.	

ECONOMIC VITALITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program EV-1.3F	<p><b>Housing Production Partnerships</b> Continue to foster strong working relationships with Marin Builders Association, the Marin Association of Realtors, commercial property owners, and local non-profit housing developers to reinforce the development of workforce housing, housing for lower-income residents, and opportunities to convert vacant commercial property to housing (see also Policies EV-1.8 and EV-1.9).</p> <p>See Goal EDI-5 for additional policies and programs on increasing economic opportunities for lower income residents</p>	CDD	ED	Progress	Staff continued to build and maintain relationships, including through representation of non-profit and for-profit developers on the City's 2023-2031 Housing Element Working Group, which launched in late 2021. Additionally, the City has identified vacant commercial properties and included them in the draft list of housing opportunity sites for the 2023-2031 Housing Element.	Staff continued to build and maintain relationships with contractors, realtors, property owners, and developers. The City included vacant commercial properties in the 2023-2031 Housing Element opportunity sites, including multiple vacant office buildings, vacant retail and service space. City staff regularly meet with developers interested in building affordable housing in San Rafael to support site identification and provide preliminary information.
Program EV-1.4A	<p><b>Development Opportunities.</b> Provide site location assistance to the real estate community and prospective businesses by maintaining an inventory of vacant and underutilized sites in the City, including vacant buildings. Inventory data should include allowable uses and intensity, site availability, and the potential for preferential tax treatment and other incentives due to Opportunity Zone or similar designations.</p>	CDD	ED	Progress	Economic Development staff provide site selection services and pre-development assistance for the development and business community. The inventory of vacant and available properties is available through a subscription real estate database Costar.	As part of the EDSP, city staff are working toward a branded marketing program and utilization of technology to support site selection and general support for developers and businesses. Anticipate launch of program in 2024.
Program EV-1.4B	<p><b>Permit and Technical Assistance.</b> Provide advocacy services to assist local businesses in the permitting and development processes. Seek opportunities to innovate with technology to</p>	CDD		Ongoing	CDD continued to assist local businesses in the permitting and development process. CDD continued to allow online applications through eTRAKIT to streamline the permit process. eTRAKIT	CDD continued to assist local businesses in the permitting and development process. CDD continued to allow online applications through eTRAKIT to streamline the permit process. eTRAKIT provides
Program EV-1.4C	<p><b>Small Business Support.</b> Partner with the Marin Small Business Development Center and other organizations to provide small business advisory and training opportunities including business plan development, marketing and social media, human</p>	ED		Progress	Worked with Marin Small Business Development Center to market minority-owned small business grant funding opportunities.	Through direct contract payments, the City of San Rafael is a lead local government agency supporting leverage of funding supporting small business technical assistance including language support to our small business community.
Program EV-1.4D	<p><b>Business Incubation.</b> Encourage business mentoring, education, and incubation programs that could be undertaken in cooperation with public, institutional and/or private sector partners (for example, Marin Builder's Exchange, College of Marin Career Education, etc.).</p>	ED		No Action		
Program EV-1.4E	<p><b>Business Recognition.</b> Support recognition programs for exemplary businesses, such as annual awards programs.</p>	ED		No Action		
Program EV-1.5A	<p><b>Industry Clusters and Supply Chains.</b> Identify desired industries and develop economic development programs to attract these types of businesses. Encourage supply chains for such industries and encourage business-to-business relationships.</p>	ED		No Action		
Program EV-1.7A	<p><b>Media Relations.</b> Generate media coverage that communicates a positive image of San Rafael and increases recognition of the city as a great place to do business. Implement social media strategies that reinforce this message.</p>	ED		No Action		
Program EV-1.7B	<p><b>Competitive Edge.</b> Market San Rafael's competitive edge relative to other Marin cities and mid-sized Bay Area cities. San Rafael's branding should highlight the City's reputation as the business, civic, cultural, dining, and entertainment hub of Marin County.</p> <p>See also Policy CDP-5.10 on historic preservation as an economic</p>	ED		No Action		

ECONOMIC VITALITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program EV-1.8A	<b>Benefits of Workforce Housing.</b> Work with local partners to educate residents on the benefits of workforce housing to the community.	CDD (Housing)		No Action		The San Rafael Leadership Institute, coordinated by the San Rafael Chamber of Commerce, completes an annual class project benefitting the community. The Class of 2023 chose to focus on workforce housing in Marin. For their education project, Leadership Institute participants interviewed people who work in San Rafael and created a 8.5-minute video called "Call Marin Home: House Our Workforce."
Program EV-1.8B	<b>Public Agency Partnerships.</b> Work with local school districts and other agencies to explore opportunities to build housing for teachers, public safety employees, and other essential service employees on public land.	CDD (Housing)		No Action		The Housing Element Opportunity Sites include the San Rafael City Schools Corp Yard, which has been identified by the school district as potential teacher housing, and the lower portion of Glenwood Elementary School Campus. City staff is available to public agency partners on an ongoing basis to explore opportunities for housing on public land.
Program EV-1.9A	<b>Workforce Development Programs.</b> Support the efforts of businesses, labor organizations, non-profits, schools, and the public sector to provide job training and placement services. Consider opportunities for these initiatives to support other City goals, such as reducing homelessness (e.g., Downtown Streets Team.), building housing (e.g., Education to Career Construction Program) and improving wildlife habitat (e.g., California Conservation Corps, etc.).	ED	CDD (Housing)	No Action		The City continues to contract with Downtown Streets Team for their street cleaning and beautification services. Participants with the DST work program gain skill development and receive employment search support.
Program EV-1.9B	<b>Mentoring Programs.</b> Continue to participate in mentoring, apprenticeship, and internship programs, including participation in programs run by other agencies and organizations.	ED		No Action		
Program EV-1.9C	<b>English as a Second Language.</b> Continue to support community wide efforts to provide English as a Second Language (ESL) training, citizenship, and other educational programs for the San Rafael workforce.  See Goal EDI-5 for additional policies and actions on workforce development	ED		No Action		
Program EV-1.10A	<b>Green Economy.</b> Support the creation of environmentally beneficial jobs and businesses.	ED	Sustainability	Ongoing	City has initiated an Equitable Low Carbon Economy project to develop policies and programs that support increased green business, job, and entrepreneurship that are inclusive and equitable.	The City engaged the business community on the Equitable Low Carbon Economy Project looking for targeted projects for implementation. The project recommendations are being formulated and will extend into 2024.
Program EV-1.10B	<b>Green Business Practices.</b> Coordinate with Marin County, environmental organizations and the Chamber of Commerce to promote greener business practices and participation in the County's Green Business Program.	Sustainability	ED	Ongoing	City actively works with County and Chamber of Commerce Green Business Committee to promote greener practices, recognize Green Business of the Year, and promote the Green Business Certification program.	
Program EV-1.10C	<b>CCAP Implementation.</b> Work with local business to help achieve the goals of the 2030 Climate Change Action Plan (CCAP), including a shift toward renewable energy, reduced waste, increased composting, and low-carbon transportation. The potential costs, as well as the potential savings or other benefits, of CCAP measures on businesses should be important	Sustainability	ED	Ongoing	City actively participates in and helps to coordinate the Green Business Committee of the San Rafael Chamber of Commerce. City also hosts measures and resources on City websites and through outreach channels.	
Program EV-1.11A	<b>Business Engagement.</b> Actively engage the business community in disaster preparedness planning and recovery.	FIRE	ED	Ongoing	Ongoing via PDEP (Public Disaster Education and Preparedness) and the EMBR program.	

ECONOMIC VITALITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program EV-1.11B	<p><b>Education on State Regulations.</b> Provide information and outreach to businesses on new (and potential) State mandates and regulations, particularly those related to climate change. Explore ways to mitigate cost impacts based on consultation with local businesses and organizations.</p> <p>See the Community Services Element for policies and programs on microgrids and electrical reliability, and the Safety Element for policies on resilience to climate change and sea level rise.</p>	Sustainability	ED	Ongoing	City continually provides information and outreach on these topics through the Green Business Committee of the San Rafael Chamber of Commerce and other means.	
Program EV-1.12A	<p><b>Innovation Working Group.</b> Convene an economic development and innovation working group to identify new business opportunities and prospects for innovation and diversification.</p>	ED		No Action		
Program EV-2.1A	<p><b>Retail Evaluations.</b> Periodically evaluate the performance of the City's retailers. Use the data to help improve retail performance or assist centers with attracting other compatible uses.</p>	ED		Progress		The City monitors all sales tax producers focusing on trend analysis for forecasting and retail development. The City has engaged a retail consultant focused on post pandemic retail programming for downtown and the Canal neighborhood and will be working toward a recommendation report in 2024.
Program EV-2.2A	<p><b>Local Shopping Campaigns.</b> Support campaigns to "Shop Locally" and raise awareness about the benefits of supporting local businesses rather than purchasing on-line.</p>	ED		Progress	City helps coordinate and promote annual Shop Local for Earth Day through the Volunteer and Sustainability programs in conjunction with the Chamber and Business Improvement District.	Through support of the BID ELF Hunt Program and other marketing support, progress has been made on shop local marketing and programming that could be applied Citywide or at the neighborhood level
Program EV-2.2B	<p><b>Event Promotion.</b> Continue to promote events that bring people to Downtown, Northgate and other community commercial centers to support local businesses.</p>	ED		Ongoing	The City continued to support events by allowing street closures and temporary parking restrictions throughout 2022. The events included: Downtown San Rafael Market and Dining Under the Lights, May Madness Car Show and Parade, State of the City, Youth In Arts Annual Fundraiser, San Rafael Sunset Criterium, San Rafael Porchfest, and Marin Endurance Festival.	Continuation and growth of programming for 2023 occurred. The AIM Farmer's Market returned to Downtown San Rafael for summer 2023, which added to the recovery efforts of event programming.
Program EV-2.2C	<p><b>Local Preference.</b> Where other factors (such as price) are equal, the City should give preference to purchasing goods and services from both local vendors and locally owned businesses.</p>	CM	ED	Ongoing	The City encourages city offices to purchase local whenever fiscally possible.	The City Managers office continues to promote the purchase of local goods and services wherever fiscally possible.
Program EV-2.2D	<p><b>Day and Evening Visitors.</b> In the Downtown and North San Rafael Town Center areas, attract a variety of retail businesses to encourage patronage during both day and evening hours.</p>	ED		No Action		
Program EV-2.3A	<p><b>Industrial Zoning.</b> Maintain zoning for industrial areas to prevent a loss of industrial businesses (see also Program LU-2.4A on industrial zoning).</p>	CDD		Ongoing	The Planning Division continued to maintain zoning for industrial areas to prevent a loss of industrial businesses.	The Planning Division continued to maintain zoning for industrial areas to prevent a loss of industrial businesses.

ECONOMIC VITALITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program EV-2.4A	<b>Responding to Workplace Trends.</b> Work with local office building owners, managers and tenants to respond to changing workplace design requirements (including those related to public health) and to adapt to trends such as increased telecommuting and co-working.	ED		No Action		
Program EV-2.5A	<b>Tourism Strategies.</b> Explore strategies to enhance local tourism, improve hotel and conference facilities, attract destination restaurants and stores, and support tourism programs of the Chamber, Downtown Business Improvement District, and Marin County Visitors Bureau.	ED		No Action		
Program EV-2.5B	<b>Downtown Arts District.</b> Support the Downtown Cultural Arts District through marketing, programs, and partnerships (see also Program AC-1.8A).	ED		No Action		
Program EV-2.5C	<b>Special Events.</b> 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 (see also Policies AC-1.7 and LU-3.11).	ED		Ongoing	The City continued to support events by allowing street closures and temporary parking restrictions throughout 2022. The events included: Downtown San Rafael Market and Dining Under the Lights, May Madness Car Show and Parade, State of the City, Youth In Arts Annual Fundraiser, San Rafael Sunset Criterium, San Rafael Porchfest, and Marin Endurance Festival.	Continuation of 2022 activities into 2023.
Program EV-2.5D	<b>Transient Occupancy Taxes (TOT).</b> Explore ways to increase economic development program funding through TOT revenues.	ED		No Action		
Program EV-2.7A	<b>Civic Center Modernization.</b> Support County efforts to update the Marin County Civic Center and expand its capacity to host conferences and special events.	L&R	ED	No Action		

ECONOMIC VITALITY ELEMENT

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program EV-2.7B	<b>Higher Education Partnerships.</b> Cultivate relationships with Dominican University and other Bay Area institutions of higher learning to facilitate local economic development. Consider opportunities for Dominican to increase its visibility in the community, including occupying underutilized space in Downtown or Northgate Town Center buildings.	ED		No Action		
Program EV-3.1A	<b>Zoning Regulations.</b> Ensure that zoning and development regulations for each business area support their success and contribution to the City's economy.	CDD	ED	No Action		
Program EV-3.1B	<b>Quality of Life Programs.</b> Implement and support programs to improve the safety, security, cleanliness, and convenience of San Rafael's business districts so that they are places where customers want to shop, dine, and visit. Providing a comfortable, enjoyable experience for residents, workers, and visitors is an important part of remaining competitive.	ED		No Action		
Program EV-3.2A	<b>Business Improvement Districts.</b> Support the use of BIDs to improve services to business districts and provide a funding source for localized improvements.	ED		Progress		With the adopted EDSP, exploration of the transition of the BID to a property based BID will be explored in 2024. Key milestones in 2023 where a merger of the BID and Chamber of Commerce for capacity building and administration and implementation support.
Program EV-3.2B	<b>Public Private Partnerships.</b> Encourage public/private partnerships as one means of revitalizing deteriorated and underdeveloped area (see also Policy CSI-5.6).	ED		No Action		
Program EV-3.2C	<b>Business Assistance Programs.</b> Explore the feasibility of programs to assist local businesses with property improvements, such as landscaping, signage, façade improvements, and design assistance.	ED		No Action		
Program EV-3.6A	<b>Business/Neighbor Collaboration.</b> Seek innovative ways for businesses and their residential neighbors to work together toward a mutual vision that is beneficial to the community.	ED		Progress		As part of the West End Block Party special event permitting program, significant effort and neighborhood outreach occurred to find a balanced solution of business and neighborhood needs. With the growth of live entertainment in San Rafael this interaction will
Program EV-3.8A	<b>Pre-Submittal Process.</b> Improve the efficiency of the development review process by updating neighborhood notification and meeting procedures and improving the pre-submittal process to identify initial concerns and encourage higher quality applications.	CDD		Ongoing	The Planning Division continued to encourage and review pre-application submittals identifying initial completeness items and design concerns to encourage more complete, high quality applications.	The Planning Division continued to encourage and review pre-application submittals identifying initial completeness items and design concerns to encourage more complete, high quality applications.

EQUITY, DIVERSITY, INCLUSION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program EDI-1.1A	<b>Training and Education.</b> Provide training and education on issues of equity and inclusion for City staff, Boards and Commissions, and advisory groups. This should include information about best practices in inclusive civic leadership.	CM		Ongoing	The City held DEI trainings for City Staff and is in the process of scheduling additional meetings for staff that have not taken a training yet.	The City has hired a consultant firm to provide Public Safety (Diversity, Equity, Inclusion and Belonging) DEIB training in 2024. The City Manager's Office has facilitated and promoted educational workshops for staff on diverse communities, celebrations, and other relevant topics.
Program EDI-1.1B	<b>Equity Plan.</b> Prepare a citywide Equity Strategic Plan or similar document that provides guidance on ways to incorporate equity into City practices and procedures. Metrics to measure progress, including goals for public participation, should be developed and monitored after Plan adoption.	CM		Progress	The City Manager's Office worked with a consulting company to perform an equity audit on the City's HR policies, programs, and practices. The City Manager's Office plan to utilize the Equity Audit final report as a comprehensive baseline to strategically guide future DEI initiatives.	The City Manager's Office is supporting the Human Resources (HR) Department in their implementation of the HR Equity Audit. The HR Equity Audit will support the City's mission to maintain, attract, and support a diverse workforce.
Program EDI-1.1C	<b>Community Dialogue on Race and Equity.</b> Provide opportunities for ongoing community dialogue on issues of race and equity, including anti-racism education and sanctioned space for public expression.	CM		Ongoing		The City Manager's Office actively endorses and supports community events and resources organized by various departments and organizations, including but not limited to initiatives such as Drag Story Time, curated reading lists, United Against Hate Week, and the Dia de los Muertos Event.
Program EDI-1.2A	<b>Community Stakeholders.</b> Actively provide engagement opportunities for all residents through outreach programs specifically aimed at those who are under-represented in public processes, such as immigrant communities, people of color, youth, and younger families. Use creative and community-driven methods for reaching under-represented groups, such as markets, churches, home visits, school events, cultural activities, and informal social networks.	CM		Ongoing	The City Manager's office encourages all departments to provide engagements in multiple languages. In addition, the City has recognized the need to reach residents in setting they prefer, including: community fairs, hosting city meetings in local spaces like community centers, other community hosted events, local grocery stores, etc. In addition, the City also works with CBO's and community members to ensure that engagements are culturally appropriate.	The City Manager's Office actively promotes community engagement across various languages, encouraging City departments to communicate with residents in a linguistically diverse manner. Furthermore, we have established enduring partnerships with local Community-Based Organizations (CBOs) to ensure that events and programs are culturally sensitive and resonate with the community. Our commitment to engaging residents extends to various community touchpoints, such as local food banks, community fairs, schools, and interactions with community leaders. This multifaceted approach ensures that residents are reached in places where they are already active and involved. Additionally, the City embraces inclusivity by disseminating information through social media platforms in Spanish when relevant, further enhancing accessibility and understanding for a broader audience.
Program EDI-1.2B	<b>San Rafael Website.</b> Use the City's website and social media presence to improve participation in City government and increase access to City information and documents.	CM and Digital	All Departments	Ongoing	We continue to use the City's website and social media to promote community meetings and events improving participation and access to government. We focus on providing all posts in English and Spanish, as well as Vietnamese whenever possible.	We actively use the City's website and social media to promote community meetings and events, aiming to improve participation and accessibility to government information. Our commitment to inclusivity is evident in providing posts in English and Spanish, with efforts made to include Vietnamese when possible. Leveraging digital platforms enhances our outreach and engagement strategies. This approach aligns with our dedication to transparency and accessibility in civic communication, fostering a sense of belonging for all community members.
Program EDI-1.2C	<b>Scheduling of Meetings.</b> Schedule public meetings and workshops at times and locations convenient to community members. Where feasible, provide child care, food, and other services to make meeting attendance easier.	City Clerk	CM, CDD, PW, L&R	Ongoing		Recruitment efforts for the Police Advisory and Accountability Committee included weekend community meetings and conversations around policing were held outside of regular business hours. Outreach at community events.
Program EDI-1.2D	<b>District Elections.</b> Optimize the opportunity for district-based elections to increase resident participation in local government, particularly among Latino residents (for example, by considering Commission appointments by District).	City Clerk	CM	Progress	The Planning Commission composition was amended to include 4 district representatives. The District 1 Representative is currently being recruited for.	The Police Advisory and Accountability Committee was appointed with representation from each district in the interview and appointment process.
Program EDI-1.2E	<b>CEAP Update.</b> Update the 2015 San Rafael Community Engagement Action Plan (CEAP) to implement General Plan 2040 EDI policies and programs.	CM		No Action		The City Manager's Office is supporting Digital in updating the CEAP by participating in engagements and providing direction.

EQUITY, DIVERSITY, INCLUSION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program EDI-1.3A	<b>Removing Language Barriers.</b> Ensure that Latino and other non-English-speaking populations may actively participate in local decision-making through such methods as bilingual notices, translation of meeting materials, the use of accessible (non-jargon) and culturally competent language, Spanish language meetings, new platforms for commenting (such as Facebook and Zoom), and having interpreters at public meetings.	City Clerk	CM, Digital	Progress	The City has started using Albourm for translation of materials including the Spanish version of Snapshot.	<p>In 2023 the City increased the use of interpreters for public meetings and led a number of community workshops that were in Spanish and Vietnamese as part of our Policing in San Rafael community workshops. The City Clerk has developed a program that allows for offsite interpretation to be brought in for public meetings for all meeting bodies. We have increased the use of multi-lingual social media posts and leveraged community partnerships to conduct outreach in predominantly Spanish-speaking neighborhoods. Additionally, we conducted user research to better understand how access to our digital services can be improved for non-English speakers.</p> <p>The Police Advisory and Accountability Committee was appointed. All meeting materials are distributed in English and Spanish, and the entire meeting is interpreted.</p> <p>The City Manager's Office has facilitated the active engagement of Latino and other non-English-speaking populations by posting bilingual notifications, translating meeting materials, the use of accessible and culturally competent language, convening Spanish language meetings, and providing interpreters at public meetings when requested. Additionally, the City has begun to provide interpretation services and content in Vietnamese when requested.</p>
Program EDI-1.3B	<b>Surveys.</b> Regularly use multilingual, culturally appropriate surveys, focus groups, and other outreach methods to solicit input from under-represented communities. When funding is available, outsource survey work to community organizations with engagement grants or stipends for participation (see also Program CSI-5.3B and PROS-2.2B on surveys).	CM	CDD, PW, L&R	Ongoing	The City has conducted several surveys on the following topics: day laborers, parking, lighting, waste management and plan to continue to use surveys as a tool moving forward.	Community members were engaged through surveys to gather their priorities for the formation of the Police Advisory and Accountability Committee. Residents had the opportunity to participate in an interactive version of the survey alongside their elected officials at open house events hosted at the four Council Districts. Residents were also surveyed to assess the community's comprehension of Sea Level Rise, providing valuable input for future project development. In collaboration with Canal Alliance, the City also conducted a survey among Day Laborers to gain a deeper understanding of their specific needs as a labor group. All Surveys were translated to Spanish and made available via various formats.
Program EDI-1.3C	<b>Regularly Scheduled Community Meetings.</b> Convene regularly scheduled meetings with businesses and residents in lower income areas to address local priorities, report out on program implementation, and support shared leadership and decision-making.	City Clerk	CM, CDD, PW, L&R, ED	Ongoing		Convened regularly scheduled meetings with businesses and residents in economically disadvantaged areas, including collaborative initiatives with Voces del Canal at various projects and engagements. This effort aimed to address local priorities, report on program implementation progress, and foster shared leadership and decision-making. Our commitment remains steadfast in continuing to empower the community by actively involving them in the decision-making process.
Program EDI-1.4A	<b>Advocacy Programs.</b> Support training, education, and advocacy programs by local institutions and social service providers to address the issues facing San Rafael's lower income, immigrant,	CM	L&R	No Action		Successfully concluded the Canal Lighting project, a collaborative effort with Voces del Canal, dedicated to advocating for enhanced lighting in the Canal neighborhood. This initiative empowered
Program EDI-1.4B	<b>Collaborations.</b> Collaborate with local community-based organizations to develop and implement strategies to engage under-represented groups or populations with unique issues.	CM	CDD, PW, L&R	Ongoing	Sustainability Program secured \$762,000 in grants in conjunction with Canal Alliance, Multicultural Center of Marin and County of Marin for an equitable sea level rise assessment for the Canal neighborhood. This has created a collaborative planning project	Engaged in collaborative efforts with local community-based organizations such as Canal Alliance, Marin Multicultural Center, Ritter Center, Homeward Bound, Latino Chamber of Commerce, and the Marin Community Clinics. Together, we developed and
Program EDI-1.5A	<b>Board and Commission Diversity.</b> Monitor the composition of City Boards and Commissions, making efforts to provide representation that mirrors the city. When filling vacancies, focus recruitment and outreach efforts on under-represented populations.	CM		No Action		In our commitment to diversity and inclusion, the Police Advisory and Accountability Committee has been carefully composed to reflect a broad range of perspectives and experiences. Additionally, the City is actively exploring the implementation of a stipend pilot program aimed at enhancing diversity on various Boards and Commissions.



EQUITY, DIVERSITY, INCLUSION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program EDI-1.5B	<b>Public Input.</b> Encourage public input at Board, Commission, and Committee meetings. Clearly identify issues, actions, and ways to comment, and provide information early enough to allow meaningful participation.	City Clerk	CM, CDD, PW, L&R	Ongoing		With the newly established Police Advisory and Accountability we have an email address for community members to email to contact the Members. We include that information on all agendas. The Planning Commission and Design Review Board have email addresses as well, and the City Council has an email address for public comments as well.  Residents are encouraged to submit public comments via email or in
Program EDI-1.6A	<b>Youth-Focused Outreach.</b> Work with local school districts, schools, youth and student groups, colleges, universities, and community-based organizations to increase youth involvement in local government and public processes. This could include school "clubs" organized around topics of interest. Youth engagement should be inclusive and reflective of San Rafael's	L&R	CM	Ongoing		The city successfully secured grant funds for sea level rise adaptation planning. A significant portion of this grant has been designated to amplify youth engagement, encompassing support for a year-long student fellow, workshops involving both high school and undergraduate students, and community science activities designed to offer STEM education opportunities.
Program EDI-2.1A	<b>Pedestrian and Bicycle Improvements.</b> 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.	PW		Ongoing	Public Works refers to Bike and Ped Master Plan in the planning and prioritizing of future CIP.  Examples of recent projects: - PW completed the Francisco Boulevard East Multi-Use Pathway in 2022.  - The Grand Ave Class IV Cycle Track and Second/Fourth Street Intersection Improvements projects are currently in design and include improvements to enhance and improve pedestrian and bicyclist experiences. Construction of these projects are anticipated to be start in 2023.	"The Department of Public Works will be updating the current Bicycle and Pedestrian Master Plan in 2024.  The City also has budgeted concept/ feasibility studies for projects in the Bicycle and Pedestrian Master Plan to assist with grant applications and to scope the potential projects. Examples of recent projects: -As part of the North San Rafael Pavement Maintenance project the city added a buffer to the bike lanes to provide additional separation from vehicles on Las Gallinas. -The Grand Avenue Class IV Cycle Track and Second/Fourth Street Intersection Improvement Projects are currently in design and construction. Enhancements from both projects will improve bicyclist and pedestrian access and connectivity to current network. Construction of these will commence in Fiscal Year 2023/2024. -The recently completed Third Street rehabilitation project provides a bicycle connection by adding a Class IV bikeway on 2nd Street between West End and Shaver Street"
Program EDI-2.1B	<b>Public Health as an Evaluation Metric.</b> 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.  See also Goals M-5 and M-6 on connected, pedestrian-friendly streets	PW		Ongoing	Public health and safety is currently one of the rating criteria for projects in the CIP. Rating of projects are evaluated during planning of future CIP.	Public health and safety is currently one of the rating criteria for projects in the CIP. Rating of projects are evaluated during planning of future CIP.
Program EDI-2.2A	<b>Increasing Usable Public Space.</b> 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.	PW	L&R	Ongoing	In 2022, Public Works and Library and Recreation began working on design to convert the vacant lot east of the Boro Community Center into a sport court as part of a larger Pickleweed Park Enhancement Project.	In 2023, Public Works and Library and Recreation continued work to convert the vacant lot east of the Boro Community Center into a sport court as part of a larger Pickleweed Park Enhancement Project. City staff are evaluating a development proposal to build a new park and recreation facility on City property at Windward Way in the Canal neighborhood.
Program EDI-2.3A	<b>HEAL Campaign.</b> 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.	L&R	CM	No Action		
Program EDI-2.3B	<b>Health Fairs.</b> 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.	L&R	CM	No Action		

EQUITY, DIVERSITY, INCLUSION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program EDI-2.3C	<b>Municipal Code Review.</b> Periodically evaluate City codes and ordinances for their impact on health, including provisions for tobacco, vaping, and smoke-free multi-family housing; standards for indoor air quality; and HVAC systems able to sustain safe living conditions during wildfires, power outages, and extreme weather events.	CDD	CM, L&R, FIRE, PW, PD	Ongoing	On May 2, 2022, City Council passed to print an ordinance amending Sections 9.04.030, 9.04.090 and 19.10.060 of the San Rafael Municipal Code to prohibit smoking in open space year-round and require designated smoking areas in multi-family housing complexes with over 10 units located within 1,000 feet from open space and undeveloped lots in order to prevent	
Program EDI-2.4A	<b>Local Health Care Facilities.</b> Support the development of easily accessed health care and medical facilities in the city, including access to mental health services.	CDD		Ongoing	On August 9, 2022, the Planning Commission approved a Use Permit (UP22-003) and Environmental and Design Review Permit (ED22-009) for a Major Medical Facility use for the Ritter Center to relocate from 16 Ritter Street to a larger existing building at 800 A Street. The Ritter Center offers medical, behavioral health, and case management services to people living in poverty in Marin County. The project proposal includes renovating and making minor exterior modifications to an existing commercial building at 800 A	
Program EDI-2.5A	<b>Reducing Exposure to Hazards.</b> As appropriate, utilize conditional use permit requirements for businesses adjacent to residential neighborhoods to reduce resident exposure to noise, odor, smoke, vibration, and other potentially harmful impacts. Work with business owners to encourage responsiveness when these issues arise.	CDD	PW	Ongoing	In 2022, Planning, Building, Public Works and Fire evaluated all conditional use permits for noise, odor, smoke, vibration, and other potentially harmful impacts through requesting information such as specification sheets and ensuring that they meet the standards as prescribe in the San Rafael Municipal Code. When the City received complaints regarding any hazards; Code Enforcement, Fire, and/or PD was dispatched immediately to address any concerns or issues.	
Program EDI-2.5B	<b>Reducing Indoor Air Pollution.</b> Support the distribution of bilingual information on indoor air pollution hazards to vulnerable populations, including lower income renters. Respond to complaints about smoke and odors in multi-family projects and facilitate remediation.	CDD (Code Enforcement)		No Action		
Program EDI-2.5C	<b>Environmental Hazard Data.</b> Maintain data on environmental hazards, such as soil and groundwater contamination and the vulnerability of the population to such hazards, using sources such as Cal Enviroscreen.	Sustainability	Digital	Progress		This fall the sustainability team collaborated with a fall course at UC Berkeley to get a better picture of where there may be contamination and how those sites may be affected by rising sea and groundwater levels.
Program EDI-2.6A	<b>Greening Priorities.</b> Prioritize City-sponsored urban greening and tree planting projects in residential areas that currently have lower rates of tree cover, higher residential densities, and	Sustainability		No Action		
Program EDI-.8A	<b>Incentives.</b> Explore incentives for small local markets to offer healthier food options for nearby residents.	ED		No Action		
Program EDI-2.9A	<b>Obstacles to Food Production.</b> Review, and revise as needed, San Rafael's zoning regulations and codes to identify and remove barriers to urban gardening and small-scale food production in residential neighborhoods.	CDD		Completed	The Planning Division evaluated all code sections in the San Rafael Municipal Code in 2022 to ensure that urban gardening and small-scale food production is an allowed use in residential districts.	
Program EDI-3.1A	<b>Anti-Displacement Strategies.</b> Evaluate anti-displacement strategies in future plans or programs that could result in the direct removal of affordable housing units, the displacement of tenants, or economic hardships due to rapid rent increases.	CDD (Housing)		Progress	In 2022, the City enforced its Opportunity Zone relocation assistance requirements for a 100-unit apartment building in the Canal. The policy, adopted in 2021, requires owners of property located in the opportunity zone to pay relocation assistance if evicting tenants for renovation. The City continued to offer mandatory mediation through the District Attorney's Office for rent increases greater than 5%.	The City continued to offer mandatory mediation through the District Attorney's Office for rent increases greater than 5%. In 2023, the City authorized a \$1 million loan through its Affordable Housing Trust Fund for the rehabilitation of a 125-unit apartment building in the Terra Linda neighborhood, recently acquired by BRIDGE Housing for preservation as permanently affordable. The 2023-2031 Housing Element was adopted in 2023 and includes a program to evaluate
Program EDI-3.1B	<b>Renter Protection Measures.</b> Continue to explore and promote measures to protect San Rafael renters and facilitate positive communication between landlords and tenants.	CDD (Housing)	City Attorney	Progress	In 2019, the City Council adopted a Rental Housing Dispute Ordinance that allows a Tenant or Landlord to request mediation for rent increases greater than 5% during a 12-month period. The City continued to offer this program in 2022 through the District	The City continued to offer mandatory mediation through the District Attorney's Office for rent increases greater than 5%. The 2023-2031 Housing Element was adopted in 2023 and includes a program to evaluate existing and additional tenant protections, including anti-
Program EDI-3.1C	<b>Climate-Related Displacement.</b> Consider measures to address the potential for loss or displacement of affordable or lower cost housing in the City's climate change adaptation planning.	Sustainability	CDD (Housing)	Ongoing		The on-going sea level rise adaptation planning project includes a focus on policies that will help reduce climate-related displacement. The City is partnering with the Canal Alliance to explore best practices and policies that may be well aligned with the needs of our community to help preserve communities and affordable housing.
Program EDI-3.4A	<b>Healthy Homes.</b> Support programs and regulations that support healthier homes, including the abatement of toxic hazards such as lead and mold, the use of non-toxic materials and finishes,	CDD		No Action		

EQUITY, DIVERSITY, INCLUSION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program EDI-3.5A	<b>Code Enforcement.</b> Provide effective code enforcement efforts in all neighborhoods to abate unsafe or unsanitary conditions. Ensure that the abatement of violations does not increase housing cost burdens or result in displacement of lower-income households.	CDD (Code Enforcement)	CDD (Housing)	Ongoing		Code Enforcement works with property owners and residents to preserve and maintain the neighborhoods and commercial areas clear of violations through voluntary code compliance. We try to respond to complaints within 3 business days of when a complaint is made.
Program EDI-3.5B	<b>Rental Inspections.</b> Continue the Periodic Housing Inspection Program and Residential Building Record (RBR) inspections to ensure the safety and habitability of all housing units.	CDD (Code Enforcement)		Ongoing		All residential rental properties with three or more units are inspected at least once every five years of the exterior and interior of the property. If any deficiencies are found, the property owner will receive written notice listing all the items that need repairs.  The Residential Building Record requires that prior to the sale or exchange of any residential building in the City must apply for a RBR
Program EDI-3.6A	<b>Incentives for Family Housing.</b> Consider density bonuses and other incentives for three-bedroom affordable rental units in new construction to meet the need for housing suitable for larger families and extended households.	CDD		Completed	A corresponding program has been included in the draft 2023-2031 Housing Element, submitted for HCD review in December 2022.	The program was included in the Final Housing Element
Program EDI-3.7A	<b>Temporary Housing for At Risk Groups.</b> Work with community-based organizations to develop and support temporary housing solutions for lower-income immigrants, older adults, and other at-risk groups during and after an emergency.	CDD (Housing)	FIRE	Progress	As part of COVID-19 response, City staff and CBOs assisted households in applying for Emergency Rental Assistance through Marin County. The City distributed information in English and Spanish to raise awareness of the temporary eviction moratorium.	
Program EDI-4.1A	<b>Equity Metrics.</b> Use benchmarks and indicators such as household income, the presence of children and older adults, and past investment patterns, to inform decisions about the location of future public investments.	CM	ED	No Action		
Program EDI-4.2A	<b>Nuisance Reporting Systems.</b> 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.	Digital		Progress	In 2019, the City was using 311 as a resident request system however the contract with CP Connect will be sunseting on April 20, 2022. The vendor is offering to migrate the City to an alternative solution, SeeClickFix. In order to guarantee the success of a new 311 implementation for San Rafael, Digital is partnering with departments to determine their needs around resident request and complaint tracking.	The City transitioned to SeeClickFix a website and app that allows residents to submit service requests to the City. The City maintains data on number of calls and responses times, and publishes number of calls by category on the open data portal.
Program EDI-4.2B	<b>Security and Safety Improvements.</b> Pursue public safety improvements, including street lighting, security cameras, better wayfinding signage, and improved sidewalk conditions, with a	PD	PW	No Action	PW has initiated a community public lighting project in East San Rafael/Canal neighborhood to increase security, wayfinding and pedestrian access in region. PW continues to administer the	PW worked with PG&E to install 35 light fixtures in the Canal neighborhood. In addition the Pickleweed park project is looking at additional lighting and security cameras as part of the design.

EQUITY, DIVERSITY, INCLUSION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program EDI-4.3A	<b>Neighborhood Safety Partnerships.</b> Encourage partnerships between lower-income residents and local police to address law enforcement concerns, including organized events such as neighborhood walks and police "walking the beat" to create	PD		No Action		
Program EDI-4.4A	<b>Mobile Health Care.</b> Facilitate the use of public buildings such as libraries and community centers for "pop up" health services and other activities that promote wellness.	L&R		Progress	In 2022, continued to work with health partners to offer COVID testing and vaccine clinics as well as blood drives. Also partnered with Ritter Center to provide mobile health services at the San Rafael Community Center.  In 2021, worked with health partners to offer COVID testing and vaccine clinics as well as blood drives at the Albert J Boro and San Rafael Community Centers.	In 2023, the Library and Recreation Department partnered with the America Red Cross to host several blood drives at Community Centers. The City also hosted multiple Seeds for Hope wellness events at the San Rafael Community Center, led by SRPD and in partnership with various community partners. The San Rafael Community Center was also utilized for pop up vaccine clinics in partnership with the County. Additionally, the Childcare Program supported Lions Club hearing tests with Pickleweed Preschool participants.
Program EDI-4.5A	<b>Food Assistance Programs.</b> Support resident access to food assistance programs, including local food banks and food stamp programs. Encourage the acceptance of food subsidy vouchers at retail food outlets throughout San Rafael.	ED		No Action		
Program EDI-4.5B	<b>Reduced Cost Meals.</b> Encourage free and reduced cost meal programs for those with the greatest needs, including low income children, seniors, and persons experiencing homelessness.	CDD	L&R	Progress	In 2022, continued to host weekly food distributions and re-started congregate meal programs for older adults at the Boro and San Rafael Community Centers.	In 2023, continued to host weekly food distributions in partnership with the SF Marin Food Bank and continued congregate meal programs for older adults at the Boro and San Rafael Community Centers.
Program EDI-4.6A	<b>Connecting Social Service Providers.</b> Increase awareness of social service and mental health programs by improving communication between residents and service providers, facilitating communication among the service providers themselves, and providing more opportunity for interaction between residents and city leaders.	CM		Ongoing		Continued collaborative efforts with local service providers and nonprofits dedicated to assisting vulnerable populations. The City Manager's Office assists on an as needed basis as liaison between residents and essential services, including but not limited to Legal Aid of Marin, Saint Vincent De Paul Society, Canal Alliance, County of Marin, Ritter Center, Homeward Bound Marin, and various other resources. City leadership continues to engage various non-profit and service-oriented service providers to build on existing relations with the community.
Program EDI-4.6B	<b>Collaborative Service Model.</b> Encourage and support collaborative efforts to address local health care and social service needs, including partnerships with community-based organizations and service providers, partnerships with the County of Marin and other Marin cities, and interdepartmental efforts within the City of San Rafael.	CM		Ongoing		The City collaborates with local nonprofits to address residents' concerns effectively. The City has established partnerships with organizations such as the Ritter Center, Legal Aid of Marin, Canal Alliance, Voces del Canal, Multicultural Center of Marin and others. Additionally, the City Manager's Office collaborates with the County of Marin and other local jurisdictions to address health concerns when necessary.
Program EDI-4.7A	<b>Transit Improvements.</b> Work with Marin Transit, SMART, and GGBHTD to collect and analyze data on the workplace location of San Rafael's transit-dependent population so that transit routes and schedules are responsive to needs, and optimally serve those without cars.	PW		No Action		"The PW will be coordinating with SMART and Marin Bus Transit to work on pre-emption and timing signal coordination improvements for the Fiscal Year 2023/2024. PW meets with Marin Transit quarterly to coordinate on projects."
Program EDI-4.7B	<b>Bicycle and Pedestrian Improvements.</b> Prioritize pedestrian and bicycle improvements in areas where the concentration of pedestrians and bicycles is highest, and where residents have fewer resources and options to travel. Improve access to bicycles, helmets, and related equipment for lower income families.	PW		No Action	PW initiated a community public lighting project in East San Rafael/Canal neighborhood, and an East San Rafael/Canal Area Community Based Transportation Plan in 2022 to increase safety and transit options for both cyclists and pedestrians in San Rafael's most populated District.	"PW continues to implement and seek funding on projects identified in the East San Rafael/Canal Area Community Based Transportation Plan from 2022 to increase safety and transit options for both cyclists and pedestrians in San Rafael's most populated District. In addition there is a focus on traffic signal and pedestrian improvements through the downtown area."
Program EDI-5.1A	<b>Business Partnerships.</b> Support partnerships with local employers to make child care more affordable and accessible for low-wage workers. Quantify the potential benefits to employers to help make these services available.	ED		No Action		
Program EDI-5.2A	<b>Buddy Programs.</b> Collaborate with the school districts to develop "buddy" or "host" programs enabling San Rafael families to provide social, cultural, and academic support to English learners and new students from other countries.	L&R		Progress		In 2023, City staff participated in the San Rafael City Schools "Community Schools Advisory Group," which supports schools with a high percentage of low-income and English learners in developing wrap around support services for families through the schools.

EQUITY, DIVERSITY, INCLUSION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program EDI-5.2B	<b>Cultural Competency.</b> Ensure that the City uses culturally appropriate strategies and messaging when providing information to students and parents regarding extra-curricular activities.	L&R	CM	No Action		In 2023, the Library and Recreation Department coordinated an expanded community outreach effort in collaboration with other City Departments as part of a Movies In the Parks series. This included multilingual outreach before and during each movie. The Library participated in direct outreach at community schools, including outreach to newcomers in schools, and offered an ESL poetry club for US newcomers.
Program EDI-5.3A	<b>Financial Aid.</b> Raise student and family awareness of opportunities for grants, scholarships, internships, and programs that provide financial assistance for education and career development.	L&R		Progress	In 2022, continued to promote the Recreation Scholarship program.  In 2021, the Recreation Division restructured its Recreation Scholarship Program and are more widely advertising it to the San Rafael residents.	
Program EDI-5.4A	<b>Youth Employment.</b> Encourage youth training and employment programs, partnerships with the private sector and community-based organizations, and similar measures to improve career opportunities for younger San Rafael residents.	L&R	ED, CM	Ongoing	In 2022, Library and Recreation attended local high school job fairs, advertised at local community colleges and universities. Child Care programs implanted youth volunteer program through Miller Creek Middle School. Recreation trained and employed more than 50 San Rafael youth in aquatics and summer camp programs. Increased community outreach efforts to recruit youth for Aquatics and summer recreation camp employment opportunities. Offered free Lifeguard training to youth, as well as a Junior Lifeguard program and Babysitter Training program. These programs include American Red Cross CPR and First Aid certifications and provide pathways for future employment in regional summer camp or aquatic program areas.	The CMO actively supported the creation of the Police Advisory and Accountability Committee (PAAC), emphasizing inclusivity. As part of this commitment, the City aimed to include a youth representative in the PAAC, providing valuable government committee experience to young individuals. The City Manager's office also supported the Sustainability Department in acquiring a youth representative for the Sea Level Rise Community Engagement project. This ensures youth involvement in the planning process for Sea Level Rise Adaptation.  In 2023, Library and Recreation attended local high school job fairs and advertised at local community colleges and universities. Child Care programs continued a youth volunteer program through Miller Creek Middle School. The Recreation division trained and employed more than 50 San Rafael youth in aquatics, childcare, and summer camp programs and offered free Lifeguard training to youth, as well as a Junior Lifeguard program and Babysitter Training program. These training programs include American Red Cross CPR and First Aid certifications and provide pathways for future employment in regional summer camp or aquatic program areas. Implemented a new internship program in partnership with SF Marin Jewish Community Services.
Program 5.6A	<b>Measuring Workforce Contributions.</b> Develop data to quantify the contribution of San Rafael's low- and moderate-income workforce to the local and regional economies. Use this data to develop responsive economic development policies and programs and increase the safety net for critical low-income workers.	ED		No Action		
Program EDI-5.7A	<b>Business Assistance.</b> Explore opportunities to assist San Rafael's small businesses and entrepreneurs, including minority-owned businesses. This should include partnerships with the Hispanic Chamber of Commerce and similar organizations.	ED		Progress	Worked with Marin Small Business Development Center with outreach to minority-owned small businesses to obtain grant funding.	
Program EDI-5.7B	<b>Hiring Incentives.</b> Support incentives for contractors and builders to hire local workers, with a focus on increasing business opportunities for lower-income tradespersons.	ED		No Action		
Program EDI-5.8A	<b>Opportunity Zone.</b> Continue to evaluate the potential benefits of the designation of the Core Canal Census Tract as an "opportunity zone" by the State of California, including possible funding for transit, affordable housing, and capital improvements. Activities related to the Opportunity Zone designation should include specific provisions to minimize the displacement of residents and businesses.	CDD	PW	No Action	The draft 2023-2031 Housing Element, submitted for HCD review in December 2022, includes a program to evaluate existing and additional renter protections, including anti-displacement measures. It also includes a program to develop a precise plan for the Southeast San Rafael Priority Development Area, which includes the Opportunity Zone.	The Housing Element includes a program to evaluate existing and additional renter protections, including anti-displacement measures. It also includes a program to develop a precise plan for the Southeast San Rafael Priority Development Area, which includes the Opportunity Zone.
Program EDI-5.9A	<b>Cooperatives.</b> Encourage cooperate ownership of assets such as housing, vacant land, local energy systems, and incubator business space as a way to reduce business operating costs.	ED		No Action		
Program EDI-5.9B	<b>Community Benefit.</b> Recognize below market space for community-based organizations as a community benefit that triggers eligibility for density or height bonuses in new development.	CDD		No Action		

EQUITY, DIVERSITY, INCLUSION

PROGRAM	PROGRAM DESCRIPTION	LEAD DEPT	OTHER DEPT	STATUS	PROGRESS IN 2022	PROGRESS IN 2023
Program EDI-5.10A	<b>Access to On-Line Learning and Work.</b> Support efforts to provide all students with access to on-line learning and the capacity to work remotely. Work with local service providers to improve access for lower income households, especially households with children.	Digital, L&R	ED	Progress		San Rafael Public Library card holders are able to access CA state library eResources for students for free. This includes Brainfuse, which offers free live tutoring. Library staff promote these resources regularly to patrons both through marketing materials and in person. Additionally, the City began a feasibility study as part of the Local Agency Technical Assistance program to review broadband access in the Canal neighborhood. We have surveyed community members and installed Netrics boxes in the multi-family residences to track actual connectivity speeds. Once the feasibility study is completed we will propose a program to build broadband infrastructure in multi-family residences that will improve connectivity in underserved communities.
Program EDI-6.1A	<b>Age Friendly Plan.</b> 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.	L&R	PW, FIRE, PD, CDD	Progress	In 2022, provided a mini-grant to the San Rafael Age-Friendly Task Force to support project implementation. City staff continue to meet regularly with the Age-Friendly Task Force.	In 2023, the City provided a mini-grant to the San Rafael Age-Friendly Community Partnership to support project implementation. The City also partnered with Age-Friendly to support two staff trainings on Ageism.
Program EDI-6.2A	<b>Aging in Place.</b> Continue to support programs and services that assist older adults with home modifications that facilitate aging in place. Support home sharing programs that pair empty nesters with rental seekers.	CDD (Housing)	L&R	Ongoing	In 2022, the City allocated a portion of CDBG public services funding to Covia Foundation – Home Match Marin, which provides a roommate matching service mainly used by older adults. Benefits of the program include providing a means for older residents to remain in their homes and to supplement incomes, while avoiding isolation.	In 2023, the City allocated a portion of CDBG public services funding to Covia Foundation – Home Match Marin, which provides a roommate matching service mainly used by older adults. Benefits of the program include providing a means for older residents to remain in their homes and to supplement incomes, while avoiding isolation. The 2023-2031 Housing Element includes a program to begin implementing the Age-Friendly San Rafael Strategic Plan recommendations.
Program EDI-6.2B	<b>Affordable Housing Options for Older Adults.</b> Encourage the construction of affordable senior housing, and accessory dwelling units that provide more affordable alternatives for older adults. Also, support programs that provide direct and indirect assistance for older renters.	CDD (Housing)		Progress	In 2022, the City provided gap funding through its Affordable Housing Trust Fund for a new construction project that will provide 66 affordable studio and one-bedroom apartments for adults age 62 and older. The bottom two floors of the building will contain the Vivalon Healthy Aging Campus, which will provide support services, activities, and wellness, as well as a central meeting place for older adults, as a means of extending independent living and supporting quality of life for aging adults in the community. The project is currently under construction.  The City revised its Accessory Dwelling Unit ordinance in 2021 to comply with state law. Since the passage of state laws streamlining ADU development, the City has seen a substantial increase in ADU construction.	"Eden Housing completed construction of 66 affordable studio and one-bedroom apartments for adults age 62 and older. The bottom two floors of the building will contain the Vivalon Healthy Aging Campus, which will provide support services, activities, and wellness, as well as a central meeting place for older adults, as a means of extending independent living and supporting quality of life for aging adults in the community.  The City and other Marin jurisdictions met with Napa Sonoma ADU Center in 2023 to discuss expansion of the Center's services to Marin County. The joint services proposal would provide additional support to homeowners in San Rafael who are interested in building an ADU. City staff anticipate bringing forward a proposal to City Council in 2024."
Program EDI-6.3A	<b>On-Demand Transportation Services.</b> Improve on-demand transportation options for older adults, including volunteer driver programs and programs pairing new student drivers with seniors.	CM		No Action		
Program EDI-6.3B	<b>Universal Access.</b> 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.	PW	CDD	Ongoing	Universal access is evaluated during the design and permitting of projects.	Universal access evaluation is a continuous effort during facility assessments, design and permitting of projects.
Program EDI-6.4A	<b>Access to Resources.</b> 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.	CM	Digital	Progress	There is a plan to conduct usability testing with Age Friendly San Rafael in the rollout of new services.	
Program EDI-6.5A	<b>Outreach and Education.</b> Engage older adults in focused disaster preparedness outreach and education, emergency and shelter-in-place drills, wildfire prevention programs, and evacuation plans. Focus on older adults with the greatest needs, including in-home support.	FIRE	L&R	Ongoing	The Fire Department has provided multiple trainings to partners such as Vivalon and collaborated with Age Friendly to do outreach at Dining Under the Lights.	

**EQUITY, DIVERSITY, INCLUSION**

<b>PROGRAM</b>	<b>PROGRAM DESCRIPTION</b>	<b>LEAD DEPT</b>	<b>OTHER DEPT</b>	<b>STATUS</b>	<b>PROGRESS IN 2022</b>	<b>PROGRESS IN 2023</b>
Program EDI-6.6A	<b>Inclusion and Participation Initiatives.</b> 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.	L&R		Ongoing	In 2022, the Library and Recreation Department developed a partnership with Vivalon to offer programs such as library outreach at the Vivalon campus and fitness programs at the Boro Community Center. The Department also re-started a weekly multicultural lunch program for older adults at the Boro Community Center.	In 2023, the Library and Recreation Department coordinated an expanded community outreach effort in collaboration with other City Departments to offer four Movies In the Parks. This included multilingual outreach before and during each movie, and hundreds of community members and City staff participated at each movie night. In addition, the Library and Recreation Department continued a partnership with Vivalon to offer programs such as library outreach at the Vivalon campus and fitness programs at the Boro Community Center. The Department also continued a weekly multicultural lunch program for older adults at the Boro Community Center.





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

The SAFE Team is dispatched to the call for service through the San Rafael Police Department’s dispatch center.

**ANALYSIS:**

The SAFE Team has handled 2,693 calls for service since their inception on March 27, 2023. Refer to Attachment 1.

The SAFE Team’s two most commonly requested uses are for “public assists” and “welfare checks.” A public assist is a call for service or “flag down” by a community member or reporting party indicating someone needs assistance. This is typically for an unhoused individual. The assistance can include connecting someone to services, providing food/water/clothing, harm reduction, assessing someone acting unusual, or for subjects blocking walkways or entrances. Public assists are the most common call for service; the second most common call is for welfare checks. Welfare checks are initiated by community members, social workers such as Adult Protective Services (APS) or Child Protective Services (CPS), hospital staff, family members, or other parties requesting the SAFE Team check up on a member in the San Rafael community. The reason for the welfare checks could be because the person has not heard from the community member for some time and they suffer from a medical, psychiatric, or physical condition, missed scheduled appointments, walked away from the hospital against medical advice following a crisis, trauma, or serious accident. A summary of call types is provided in the following table.

*This section has been left blank intentionally.*

<b>Call Types</b>	<b># of Calls Year to Date (March 27, 2023 – January 31, 2024)</b>	<b>Percentage</b>
Counseling Request	208	7%
Death Notifications	1	>1%
Public Assists	1,343	50%
Suicidal Subjects	67	2%
Welfare Checks	840	31%
First Aid/Bandage Care	11	>1%
Police/EMS Assist	217	8%
Community Engagement/ Outreach	6	>1%
<b>TOTAL</b>	<b>2,693</b>	<b>100%</b>

Depending on the severity of the calls for service, whether weapons are believed to be present, or the severity of the medical complaint, officers or firefighters/paramedics may be dispatched as a co-response with the SAFE Team. Additionally, if an officer or firefighter/paramedic is initially dispatched, but the first

responders determine the SAFE Team may be better suited to handle the call for service, the SAFE Team may be requested to respond.

The SAFE Team has had many successful outcomes with connecting community members to psychiatric services, de-escalating crises, assisting the unhoused community members to secure housing at local shelters, and providing drug/alcohol addiction resources. The SAFE Team has assisted with medical aid, drug/alcohol counseling, mental health assessments, and diversions of patients from regional Emergency Departments. Furthermore, the SAFE Team has diverted our at-risk population from the justice system through jail diversions and early interventions. An example of when a subject would be diverted from the justice system could be from a trespass situation, simple possession or being under the influence of a controlled substance, or other low-level criminal offenses. If a law enforcement officer had been dispatched to the call for service, there is the likelihood that the subject would be arrested and booked into jail or issued a citation. These types of examples would be considered jail diversions. It is difficult to assess the diversion rate because an officer on scene does not always indicate the potential for a jail diversion. For example, officers may be present during an involuntary mental health commitment.

Occasionally, some community members may not be located or will not be interested in the services offered by the SAFE Team. These events will generate a call for service, which will be tracked statistically; however, the SAFE Team may be unable to locate the individual (UTL), the person may be gone on arrival (GOA), or the person may refuse services or refuse to provide information. In these incidents, SAFE Team members will be unable to collect data on the individuals served. As depicted in Attachment 1 and 2, the absence of data will be reflected in the "Data Not Collected" section.

While the SAFE Team strives to capture the types of calls accurately, demographics of those served, outcomes, diversions, and types of transports they conduct, there are limitations to the data collected. Some of these limitations occur because the client is unwilling to provide the necessary information, how the client interaction transpires, and variables in information gathering due to the complex nature of crisis intervention work.

**COMMUNITY OUTREACH:**

The annual SAFE Team report will be made available to the community through the City of San Rafael's website and on Petaluma People Services website. Community based organizations, Novato Community Hospital, Marin Health Medical Center, County of Marin Probation Department, Crisis Stabilization Unit, and the Marin Health and Wellness Center, will receive a copy of the annual SAFE Team report.

**FISCAL IMPACT:**

There is no fiscal impact associated with accepting this report. In 2024, staff will be looking into state and federal grants, community partnerships, and other funding options for program sustainability. Staff will also evaluate the viability of expansion to 18-hour or 24-hour service.

**RECOMMENDED ACTION:**

Accept the Specialized Assistance for Everyone (SAFE) Team 2023 Annual Report.

**ATTACHMENTS:**

1. San Rafael SAFE Team Report YTD Stats



San Rafael	March - May	June-August	September - November	December - January	YTD
<b>TOTAL CALLS FOR SERVICE</b>	<b>581</b>	<b>859</b>	<b>782</b>	<b>471</b>	<b>2693</b>
<b>Call Types</b>					
Counseling Requests	28	95	62	23	208
Death Notification	0	1	0	0	1
Public Assists	340	357	389	257	1343
Suicidal Subject	15	22	19	11	67
Welfare Checks	174	295	232	139	840
First Aid/Medical Assesment	1	8	1	1	11
Police/EMS	23	81	78	35	217
<b>Initiated By</b>					
Dispatch	474	736	721	442	2373
Flag Down	25	25	10	2	62
Self-initiated	79	96	39	25	239
Attached to Dispatch	3	2	12	2	19
<b>Outcome/Disposition</b>					
Advised	83	185	188	114	570
Assisted	261	209	183	113	766
Safety Contract/Safety Plan	0	9	7	6	22
Refused Services	43	58	39	32	172
Refused Transport	0	0	0	0	0
Transported	55	75	68	50	248
Canceled Enroute/On Arrival	20	25	30	16	91

UTL/GOA	99	183	171	92	545
Code 4(Welfare Check)	15	79	72	37	203
Transported by Police/EMS	5	33	24	11	73
Transported by Friend/Family	0	3	0	0	3
<b>Housing</b>					
Housed	75	252	244	144	715
Unhoused	145	442	381	251	1219
Data Not Collected	63	153	157	75	448
<b>Gender</b>					
Female	239	372	306	177	1094
Male	285	442	430	276	1433
Transgender	0	5	11	0	16
Data Not Collected	57	44	35	18	154
<b>Race/Ethnicity</b>					
Asian-American	17	11	13	7	48
Black	60	68	77	40	245
Latino/Hispanic	81	92	100	49	322
Native American	1	1	1	0	3
White	289	533	453	300	1575
Data Not Collected	130	109	114	61	414
Multi Racial	3	45	24	12	84
<b>Primary Language</b>					
English	0	655	650	394	1699
Spanish	0	33	33	21	87
Tagalog	0	0	1	0	1
Vietnamese	0	0	0	1	1
Other	0	0	4	0	4
<b>Age Group</b>					
Youth 0-24 y.o	22	32	56	17	127
Adult	94	436	355	293	1178
Senior	22	58	116	98	294
Data Not Collected	155	333	255	113	856

<b>Responders on Scene</b>						
Police	45	67	63	41	216	
Fire	30	37	38	24	129	
EMT	1	1	0	1	3	
MCRT	0	3	0	0	3	
<b>Cover Request</b>						
Police	8	21	15	3	47	
Fire/EMS	10	14	13	9	46	
<b>Diversions</b>						
ED Diversion	30	43	24	8	105	
Jail Diversion	30	55	25	8	118	
Ambulance Diversion	13	64	38	17	132	
Referred to Services	41	97	59	17	214	
APS/CPS Report Filed	0	6	16	4	26	
<b>Transports</b>						
St.Vincent	5	1	4	7	17	
CSU	5	12	12	5	34	
Transit Center	7	3	8	1	19	
Resource Center	3	0	0	0	3	
Kaiser	3	4	1	1	9	
Ritter Center	6	9	7	2	24	
Jonathan's Place	3	0	1	4	8	
Residential	4	2	1	2	9	
City Hall	1	0	0	0	1	
Library	2	6	1	1	10	
Marin Health & Wellness	2	4	0	2	8	
Marin General Hospital	4	19	14	8	45	
Novato Community Hospital	1	4	2	1	8	
Community Center	1	0	0	0	1	
PPSC	1	0	0	0	1	
Hotel	1	2	4	4	11	
Pharmacy	3	0	1	3	7	

Church	1	0	0	0	1
Metro PCS	2	0	0	0	2
Sutter	0	3	0	0	3
Civic Center	0	1	1	2	4
PD	0	0	2	0	2
Rose Shelter	0	0	2	0	2
Salvation Army	0	0	0	0	0
DMV	0	0	1	0	1
Marin Medical Center	0	0	3	0	3
Gym	0	0	1	0	1
Laundromat	0	0	1	0	1
Jail	0	0	1	0	1
County Office	0	0	2	1	3
Warming Shelter	0	0	0	3	3
Post Office	0	0	0	1	1
Redwood Gospel	0	0	0	1	1
Pet Hospital	0	0	0	1	1



**SAN RAFAEL CITY COUNCIL AGENDA REPORT**

**Department: Finance**

**Prepared by: Paul Navazio, Finance Director**      **City Manager Approval:** \_\_\_\_\_ *CF*

**TOPIC: FISCAL YEAR 2023-24 MID-YEAR BUDGET UPDATE AND PERSONNEL CHANGES**

**SUBJECT: FISCAL YEAR 2023-24 MID-YEAR BUDGET UPDATE FOR THE SECOND QUARTER ENDING DECEMBER 31, 2023 AND APPROVAL OF A RESOLUTION AUTHORIZING AMENDMENTS TO SALARY SCHEDULES TO REFLECT FY 2023-24 MID-YEAR PERSONNEL CHANGES**

**RECOMMENDATION:**

Staff recommends that the City Council:  
1) Accept the FY 2023-24 Mid-Year Budget Update presenting revenue and expenditure results through the second quarter of the current fiscal year (through the accounting period ended December 31, 2023), and  
2) Adopt the resolution authorizing amendments to Salary Schedules to reflect FY 2023-24 Mid-Year Personnel Changes.

**BACKGROUND:**

This agenda item presents the mid-year budget update report summarizing revenue and expenditure results through the second quarter of the fiscal year. In addition, the report provides updated revenue and expenditure projections for the City’s General Fund through the end of the fiscal year (June 30, 2024). The quarterly budget updates are primarily informational reports providing periodic updates of financial results relative to the approved budget. This report informs mid-year budget adjustments and the initial development of the City’s FY 2024-25 budget.

The information provided in this mid-year budget update is organized as follows in Attachments A and B:

- |  |   |
|--|---|
| Table 1 – All Fund Revenues, by Fund Type    | Table 4 – General Fund Revenues                 |
| Table 2 – All Fund Expenditures by Fund Type | Table 5 – General Fund Expenditures by Category |
| Table 3 – All Fund Expenditures by Dept.     | Table 6 – General Fund Expenditures by Dept.    |

**ANALYSIS:**

Highlights of the FY 2023-24 mid-year results (Attachment A) include the following:

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**FOR CITY CLERK ONLY**

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

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

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

- All Funds revenues through the second quarter of FY 2023-24 were \$81.76 million or 46.2% of the amended revenue budget of \$177.12 million.
- All Funds expenditures through the second quarter of FY 2023-24 totaled \$87.92 million. This, combined with an additional \$22.13 million in encumbrances related to executed contracts and purchase orders, represents 41.6% of the amended expenditure budget of \$211.58 million.
- General Fund revenues through the second quarter of FY 2023-24 totaled \$42.90 million, or 42.9% of the approved budget of \$100.02 million.
  - Most categories of General Fund revenues appear to be tracking at, or above, the expected budget through the second quarter of the fiscal year.
    - Property tax revenues are tracking slightly ahead of budget, consistent with overall growth in assessed values, as reported by the County Assessor's Office.
    - Transient Occupancy (Hotel) Tax revenues are well ahead of budget, reflecting a strong rebound in hotel occupancy and the performance of new hotel property (AC Marriott).
    - Use of Money (Interest Earnings) recorded through the first half of the fiscal year has already exceeded the budget estimate. It is expected to continue strong performance through the remainder of the fiscal year. These results are attributable to the current interest rate environment and the re-balancing of the City's investment portfolio as investments mature.
  - Selected General Fund revenues that appear to be lagging budget estimates through the first two quarters include:
    - Sales and Use Tax, and Transaction and Use Taxes (Measures E and R), reflect receipts through November 2023 due to the lag time in collections.
    - Franchise Fees and Taxes reflect partial payments through December 2023 due to the delay in payments accounting for activity through the first six months of the fiscal year. As such, these revenues are expected to end the year consistent with the adopted budget.
    - Development Fees are tracking below budget (41.6%) but are expected to pick up in the second half of the fiscal year, reflecting seasonality in these revenues.
- General Fund expenditures through the second quarter of FY 2023-24 were at \$49.95 million. Combined with encumbrances of \$0.88 million, this represents a combined commitment of 47.8% of the adjusted budget of \$104.47 million.
  - Through the second quarter, results across most expenditure categories are tracking within the adopted budget. Personnel costs are trending slightly below budget due to ongoing vacancies in selected departments.
  - Departmental expenditures appear to be within budget, accounting for selected professional services contracts that reflect as encumbered appropriations as of the end of the second quarter.

### **General Fund Year-End Projections**

Based on results through the first half of the fiscal year, staff has prepared updated projections for General Fund revenue and expenditures through the end of the fiscal year.



**SAN RAFAEL CITY COUNCIL AGENDA REPORT / Page: 3**

- General Fund revenues are currently projected at \$102.97 million, or \$2.95 million (2.95%) above the amended budget of \$100.02 million.
- General Fund expenditures are projected to end the year at \$98.38 million, or \$6.09 million (5.83%) below the amended budget.

	Adopted FY2023-24 Budget	Amended FY2023- 24 Budget	Actual Results Thru 12/31/23	Encumbrances	% of Amended FY2023- 24 Budget	Year-End Projections	Projected Variance \$	Variance %
Revenues	\$100.02	\$100.02	\$42.90		42.9%	\$102.97	\$2.95	2.95%
Expenses	\$100.04	\$104.47	\$49.95	\$0.88	47.8%	\$98.38	(\$6.09)	(5.83%)
Net	(\$0.02)	(\$4.45)	(\$7.05)			\$4.59	\$9.04	

*General Fund Revenues.* Major contributors to the projected favorable result for General Fund revenues are Property Taxes and Interest Earnings. All other major General Fund revenues categories combine to yield year-end projections consistent with budget estimates.

- Property Tax revenues are projected to end the year at \$20.19 million, or \$1.20 million (6.3%) over the FY 2023-24 budget of \$18.98.
- Interest Earnings (Use of Money) are projected to end the year at \$2.0 million, or \$1.58 million over the FY 2023-24 budget estimate of \$0.46 million.
- Combined Sales Tax revenues, including Measure E and Measure R, are projected to end the year at \$44.53 million which is 99.6% of the FY 2023-24 budget figure of \$44.73 million.
- Better than anticipated Transient Occupancy (Hotel) Tax revenues are projected to end the year at \$3.9 million or \$800,000 above budget, while Property Transfer and Supplemental Property Taxes are currently projected to end the year a combined \$800,000 under budget. The latter is largely attributable to a slow-down in the real estate resale market.

*General Fund Expenditures.* As was the case in the prior fiscal year, the single largest contributor to General Fund expenditures projected to be under budget is personnel costs savings resulting from the large number of vacancies across all city departments. General Fund Personnel Costs are projected to end the year \$5.3 million (or 7.73%) below the FY 2023-24 budget of \$68.57 million. This represents nearly 90% of the projected budget variance of \$6.09 million for overall General Fund expenditures.

These Mid-Year General Fund revenue and expenditure projections yield a net \$9.04 million favorable variance to the projected year-end fund balance. This one-time funding source is anticipated to be recommended for allocation to priority one-time needs as part of the year-end close, subject formal action by the City Council at that time. Staff's preliminary recommendations for allocation of available year-end fund balance include:

- One-time costs associated with pending successor labor agreements,
- Capital Improvement Program support (priority projects),
- Liability / Self-Insurance Fund set-aside, and
- Funding to support implementation of the City's new Enterprise Resource Planning (ERP) System

Specific recommendations will be provided to the City Council in June, concurrent with the year-end close adjustments as well as the proposed FY 2024-25 budget.

Attachments A through D to this report present additional details related to the revenue and expenditure results through the second quarter of FY 2023-24.

**Mid-Year Personnel Changes:**

Periodically, the Human Resources Department seeks to establish, reallocate, or delete positions to reorganize or restructure staffing to deliver City services and programs more effectively. As a result of this review, and in conjunction with the filling of the Director of Community Development vacancy, the Community Development Department and Economic Development Department are being consolidated.

With the City Council priorities focused on neighborhood and economic vitality and housing, the collaboration between the Community Development and the Economic Development departments has been apparent over the past few years through multiple cross-projects and programs. Combining the skillsets between the two departments allows for greater collaboration, resource depth, and efficiencies for city operations. In addition, the expanded five department core functions of planning, building, code enforcement, housing, and economic development allows for cross-training and skill development for staff. Merging the departments will also provide for a more streamlined approach to housing production and major project development. This new department will have a clear mission related to community priorities and the reorganization will not result in an increased headcount due to the consolidation of related services under one strong management team.

To support this consolidation, the Human Resources Department has developed revised job titles, descriptions, and salary ranges for selected classifications.

City Council action is being requested via this agenda item to:

1. Amend the Executive Salary Schedule to reflect the new classification of Director of Community and Economic Development, and
2. Amend the Mid-Management Salary Schedule to reflect the new classification of Assistant Director of Community and Economic Development.

The Mid-Management Employee Association has been notified of these proposed personnel changes and staff will meet all requirements of the Meyers Milias Brown Act (MMBA) prior to implementing this change.

**FISCAL IMPACT:**

The Mid-Year Budget Update includes financial results through the second quarter of the fiscal year as measured against the approved FY 2023-24 amended budget which provides for authorized expenditure appropriations of \$211,581,188 supported by projected revenues of \$177,119,653 as well as the use of available fund balances, across all funds. The approved FY 2023-24 General Fund budget provides for expenditure appropriations of \$104,465,324 supported by projected revenues of \$100,017,059 along with available fund balance.

The proposed personnel changes associated with the consolidation of the Community Development Department and the Economic Development Department result in a modest budget impact for the current fiscal year of \$17,000. These costs are expected to be fully absorbed through projected salary savings

within the department. Annualized increased costs are estimated at \$70,000 and will be incorporated into the FY 2024-25 budget for the Department of Community and Economic Development.

**RECOMMENDED ACTION:**

Staff recommends that the City Council:

- 1) Accept the FY 2023-24 Mid-Year Budget Update presenting revenue and expenditure results through the second quarter of the current fiscal year (through the accounting period ended December 31, 2023), and
- 2) Adopt the resolution authorizing amendments to Salary Schedules to reflect FY2023-24 Mid-Year Personnel Changes.

**ATTACHMENTS:**

1. Attachment A – All Funds Revenue and Expenditure Results (through December 31, 2023)
2. Attachment B – General Fund Revenue and Expenditure Results (through December 31, 2023)
3. Attachment C – FY 2023-24 Revenues by Fund
4. Attachment D – FY 2023-24 Expenditures by Fund
5. Attachment E – Resolution
6. Attachment F – Proposed personnel changes
  - a. Executive salary schedule
  - b. Mid Management salary schedule
  - c. Director of Community and Economic Development job description
  - d. Assistant Director of Community and Economic Development job description

**ATTACHMENT A**

**FY 2023-24 Q2 Budget Update  
All Funds Revenues and Expenditures**

**Table 1  
FY 2023-24 All Fund Revenues and Transfers-In by Fund Type**

<b>Fund Type</b>	<b>Adopted Budget FY24</b>	<b>Adjusted Budget FY24</b>	<b>Actual Thru Dec FY24</b>	<b>Budget %</b>
General Fund	100,017,059	100,017,059	42,898,702	42.9%
Special Revenue Funds	46,954,882	50,332,418	22,822,281	45.3%
Capital Funds	-	4,240,000	4,345,456	102.5%
Enterprise Funds	4,600,010	4,600,010	2,274,079	49.4%
Internal Service Funds	17,830,166	17,830,166	9,194,046	51.6%
Fiduciary Funds	-	100,000	225,043	225.0%
<b>Grand Total</b>	<b>169,402,117.32</b>	<b>177,119,653.32</b>	<b>81,759,608.07</b>	<b>46.2%</b>

- All Funds revenues through the second quarter of FY 2023-24 were \$81.76 million or 46.2% of the amended revenue budget of \$177.12 million.

**Table 2  
FY 2023-24 All Fund Expenditures and Transfers-Out by Fund Type**

<b>Fund Type</b>	<b>Adopted Budget FY24</b>	<b>Adjusted Budget FY24</b>	<b>Actual Thru Dec FY24</b>	<b>Encumbrances</b>	<b>Budget %</b>
General Fund	100,041,123	104,465,324	49,945,937	875,600	47.8%
Special Revenue Funds	63,826,608	72,172,905	22,536,914	16,601,306	31.2%
Capital Funds	2,645,760	3,763,664	303,588	1,377,906	8.1%
Enterprise Funds	4,973,452	4,973,452	2,171,482	9,551	43.7%
Internal Service Funds	22,152,838	24,237,873	12,738,190	3,265,514	52.6%
Fiduciary Funds	1,967,970	1,967,970	219,334	-	11.1%
<b>Grand Total</b>	<b>195,607,751</b>	<b>211,581,188</b>	<b>87,915,445</b>	<b>22,129,877</b>	<b>41.6%</b>

- All Funds expenditures through the second quarter of FY 2023-24 totaled \$87.92 million. This, combined with an additional \$22.13 million in encumbrances related to executed contracts and purchase orders, represents 41.6% of the amended expenditure budget of \$211.58 million.

**Table 3  
FY 2023-24 All Fund Expenditures and Transfers-Out by Department**

<b>Department Name</b>	<b>Adopted Budget FY24</b>	<b>Adjusted Budget FY24</b>	<b>Actual Thru Dec FY24</b>	<b>Encumbrances</b>	<b>Budget %</b>
10 - Finance Department	16,550,388	20,890,388	11,650,252	5,967	55.8%
12 - City Manager/City Council Department	3,618,369	4,530,512	1,909,394	232,657	42.1%
13 - City Clerk Department	581,169	581,169	295,850	-	50.9%
14 - Management Services Department	24,164,239	26,431,394	14,643,191	1,984,589	55.4%
15 - City Attorney Department	1,327,403	1,327,403	534,377	119,765	40.3%
16 - Comm. Development Department	9,233,460	10,683,460	2,761,068	260,311	25.8%
31 - Police Department	28,517,599	28,675,598	13,096,669	-	45.7%
33 - Fire Department	35,594,756	35,594,756	16,702,588	113,464	46.9%
44 - Public Works Department	54,923,508	61,769,648	19,543,846	18,689,969	31.6%
51 - Library Department	11,051,698	11,051,698	2,266,735	317,352	20.5%
66 - Community Services Department	9,117,457	9,117,457	4,130,809	384,153	45.3%
90 - Redevelopment Agency Department	927,704	927,704	380,666	21,652	41.0%
<b>Grand Total</b>	<b>195,607,751</b>	<b>211,581,188</b>	<b>87,915,445</b>	<b>22,129,877</b>	<b>41.6%</b>

- All Departments are tracking within budget through the first six months of the fiscal year.
- The Adjusted FY2023-24 budget reflects budget augmentations totaling \$15.97 million approved by the City Council following the adoption of the original budget. Significant budget augmentations have included:
  - Rollover of FY 2022-23 encumbered appropriations totaling \$1.57 (various funds) related to contracts and purchase orders executed in the prior fiscal year.
  - Housing Trust Fund appropriations totaling \$1.45 million supporting grants and loans approved under the 2023 NOFA.
  - Gas Tax supplemental appropriations (\$1.19 million) supporting FY 2023-24 pavement maintenance program contracts.
  - Transfers totaling \$6.93 million:
    - General Fund – Transfers to Other Funds totaling \$4.42 million; primarily reflecting a transfer to the Capital Improvement Fund (410) of ARPA funds being set aside as a grant match for the Pickleweed Park Field Renovation project.
    - Liability Fund transfers totaling \$2.1 million to the Stormwater Fund (205) and Gas Tax Fund (206) supporting capital projects.

**ATTACHMENT B**

FY 2023-24 Q2 Budget Update  
General Fund Revenues and Expenditures

**Table 4  
FY 2023-24 General Fund Revenues and Transfers-In**

<b>Revenue Category</b>	<b>Adopted Budget FY24</b>	<b>Adjusted Budget FY24</b>	<b>Actual Thru Dec FY24</b>	<b>Budget %</b>
<b>Taxes</b>				
1101 - Property Tax (Current Secured]	18,983,496	18,983,496	11,103,329	58.5%
1102 - Property Tax [Current Unsecured]	400,000	400,000	379,969	95.0%
1104 - Supplemental Tax	550,000	550,000	112,672	20.5%
1107 - E.R.A.F.	3,348,000	3,348,000	2,120,119	63.3%
1110 - Franchise Fee: Refuse	2,660,000	2,660,000	1,183,102	44.5%
1111 - Sales & Use Taxes	25,414,990	25,414,990	8,382,838	33.0%
1112 - Franchise Tax	1,610,000	1,610,000	214,968	13.4%
1113 - Transient Occupancy Tax	3,100,000	3,100,000	1,360,002	43.9%
1115 - Business License Tax	2,600,000	2,600,000	599,014	23.0%
1116 - Measure S - Use Tax (TUT)	-	-	5,227	0.0%
1117 - Measure E - Use Tax (TUT)	14,487,000	14,487,000	4,954,723	34.2%
1121 - Property Transfer Tax	1,800,000	1,800,000	576,080	32.0%
1124 - Unitary Tax	270,000	270,000	-	0.0%
1129 - Measure R - Use Tax (TUT)	4,829,000	4,829,000	1,622,978	33.6%
1150 - Business License Tax (Prior Years)	2,000	2,000	-	0.0%
<b>Taxes Total</b>	<b>80,054,486</b>	<b>80,054,486</b>	<b>32,615,021</b>	<b>40.7%</b>
2X00 - Licenses & Permits	2,855,788	2,855,788	1,668,578	58.4%
3300 - Citation Collections	135,000	135,000	53,277	39.5%
3400 - Fines & Forfeitures	77,740	77,740	55,830	71.8%
4400 - Use Of Money	456,900	456,900	1,246,815	272.9%
5500 - Intergovernmental	11,369,421	11,369,421	5,183,044	45.6%
6000 - Charges For Services	-	-	-	0.0%
6300 - Development Fees	2,061,394	2,061,394	858,563	41.6%
6600 - Project Review Fees	447,145	447,145	146,481	32.8%
6700 - False Alarm Fees	137,000	137,000	69,653	50.8%
6800 - Duplication Costs	100	100	3,541	3540.9%
6900 - Business Tax Processing	125	125	75	60.0%
7700 - Other	594,500	594,500	424,250	71.4%
7900 - Transfers	1,827,461	1,827,461	573,574	31.4%
<b>Grand Total</b>	<b>100,017,059</b>	<b>100,017,059</b>	<b>42,898,702</b>	<b>42.9%</b>

- General Fund revenues through the second quarter of FY 2023-24 totaled \$42.90 million, or 42.9% of the approved budget of \$100.02 million.
  - Most categories of General Fund revenues appear to be tracking at, or above, the expected budget through the second quarter of the fiscal year.
    - Property tax revenues are tracking slightly ahead of budget, consistent with overall growth in assessed values, as reported by the County Assessor’s Office.
    - Transient Occupancy (Hotel) Tax revenues are well ahead of budget reflecting both a strong rebound in hotel occupancy as well as the performance of a new hotel property (AC Marriott).
    - Use of Money (Interest Earnings) recorded through the first half of the fiscal year has already exceeded the budget estimate. It is expected to continue strong performance through the remainder of the fiscal year. These results are attributable to the current interest rate environment and the re-balancing of the City’s investment portfolio as investments mature.

- Selected General Fund revenues that appear to be lagging budget estimates through the first two quarters include:
  - Sales and Use Tax, and Transaction and Use Taxes (Measures E and R), reflect receipts through November 2023 due to the lag-time in collections.
  - Franchise Fees and Taxes also reflect partial payments through December 2023 due to the delay in payments accounting for activity through the first six months of the fiscal year. As such, these are expected to end the year consistent with the budget.
  - Development Fees are tracking below budget (41.6%) but are expected to pick up in the second half of the fiscal year, reflecting seasonality in these revenues.

**Table 5  
FY 2023-24 General Fund Expenditures and Transfers-Out by Category**

<b>Expenditure Category</b>	<b>Adopted Budget FY24</b>	<b>Adjusted Budget FY24</b>	<b>Actual Thru Dec FY24</b>	<b>Encumbrances</b>	<b>Budget %</b>
8100 - Salaries & Wages	38,657,208	38,657,208	18,429,038	-	47.7%
8300 - Fringe Benefits	29,916,522	29,916,522	13,098,758	-	43.8%
9200 - Services	11,741,504	11,741,504	4,433,827	631,571	37.8%
9300 - Supplies	1,312,842	1,312,842	687,884	21,531	52.4%
9400 - Utilities/Communication	1,596,150	1,596,150	819,203	-	51.3%
9500 - Other	1,238,871	1,238,871	784,259	222,497	63.3%
9600 - Debt Services	5,248,727	5,248,727	1,739,850	-	33.1%
9700 - Assets-Purchase/Cost	122,776	122,776	82,000	-	66.8%
9900 - Transfer Out & Internal Srv Charges	10,206,523	14,630,724	9,871,119	-	67.5%
<b>Grand Total</b>	<b>100,041,123</b>	<b>104,465,324</b>	<b>49,945,937</b>	<b>875,600</b>	<b>47.8%</b>

- General Fund expenditures through the second quarter of FY 2023-24 were recorded at \$49.95 million. Combined with encumbrances of \$0.88 million, this represents a combined commitment of \$47.8% of the adjusted budget of \$104.47 million.
  - Through the second quarter, results across most expenditure categories are tracking within budget. Personnel costs are trending slightly below budget due to ongoing vacancies in selected departments.
  - Departmental expenditures appear to be within budget, accounting for selected professional services contracts that reflect as encumbered appropriations as of the end of the second quarter.

**Table 6  
FY 2023-24 General Fund Expenditures and Transfers-Out by Department**

<b>Department Name</b>	<b>Adopted Budget FY24</b>	<b>Adjusted Budget FY24</b>	<b>Actual Thru Dec FY24</b>	<b>Encumbrances</b>	<b>Budget %</b>
10 - Finance Department	15,919,139	20,259,139	10,840,953	5,967	53.5%
12 - City Manager/City Council Department	3,247,603	3,247,603	1,708,938	26,528	52.6%
13 - City Clerk Department	581,169	581,169	295,850	-	50.9%
14 - Management Services Department	2,673,580	2,673,580	1,440,922	20,813	53.9%
15 - City Attorney Department	1,211,301	1,211,301	476,607	119,765	39.3%
16 - Comm. Development Department	6,686,641	6,686,641	2,450,855	260,311	36.7%
31 - Police Department	26,818,488	26,818,488	12,521,893	-	46.7%
33 - Fire Department	23,570,763	23,570,763	10,994,536	10,828	46.6%
44 - Public Works Department	15,125,013	15,209,214	7,212,854	409,737	47.4%
51 - Library Department	3,392,971	3,392,971	1,712,020	-	50.5%
90 - Redevelopment Agency Department	814,455	814,455	290,509	21,652	35.7%
<b>Grand Total</b>	<b>100,041,123</b>	<b>104,465,324</b>	<b>49,945,937</b>	<b>875,600</b>	<b>47.8%</b>



**ATTACHMENT C  
FY 2023-24 Revenues by Fund**

Row Labels	Adopted Budget FY24	Current Budget FY24	Actual Thru Dec 2024	Budget %
<b>General Fund</b>				
001 - General Fund	100,017,059	100,017,059	42,898,702	42.9%
<b>General Fund Total</b>	<b>100,017,059</b>	<b>100,017,059</b>	<b>42,898,702</b>	<b>42.9%</b>
<b>Special Revenue Funds</b>				
200 - Abandoned Vehicle Abatement	165,000	165,000	87,202	52.8%
202 - Asset Seizure Fund	-	-	-	0.0%
204 - Crime Prevention	-	-	-	0.0%
205 - Stomwater Fund	830,000	2,065,035	1,729,826	83.8%
206 - Gas Tax Fund	12,896,327	13,746,327	8,408,251	61.2%
207 - Development Services Fund	-	-	-	0.0%
208 - Childcare Fund	3,261,400	3,261,400	1,570,099	48.1%
210 - Emergency Medical Services	8,949,660	8,949,660	4,561,569	51.0%
214 - Library Fund	2,934,914	2,934,914	22,012	0.7%
215 - Library Special Assessment Fund	1,167,507	1,167,507	646,976	55.4%
216 - Measure G - Cannabis	225,000	225,000	64,075	28.5%
217 - State Lands	39,000	39,000	40,479	103.8%
218 - General Plan Special Revenue Fund	2,611,969	2,611,969	453,835	17.4%
222 - Recreation Revolving Fund	4,348,345	4,348,345	2,129,449	49.0%
223 - Household Hazardous Waste Fund	-	-	7,320	0.0%
227 - Sewer Maintenance Fund	3,152,947	3,152,947	294,226	9.3%
230 - Police Youth Services Fund	15,000	15,000	-	0.0%
234 - Pt. San Pedro-Maintenance Portion	158,000	158,000	73,539	46.5%
235 - Baypoint Lagoon A. D. Fund	25,368	25,368	15,371	60.6%
236 - Loch Lomond CFD #10	25,000	25,000	21,196	84.8%
237 - Loch Lomond-Marina CFD #2	223,119	223,119	5,522	2.5%
240 - Parkland Dedication Fund	-	-	2,274	0.0%
241 - Measure A Open Space Fund	549,878	549,878	2,859	0.5%
242 - Measure C Wildfire Prevention Parcel Tax	1,956,238	1,956,238	133,935	6.8%
243 - Affordable Housing In-Lieu-SR	866,051	866,051	525,719	60.7%
245 - Housing & Parking In Lieu	-	-	2,153	0.0%
246 - East SR Traffic Mitigation	575,000	994,000	1,156,223	116.3%
260 - Childcare Preschool Grant Fund	598,207	598,207	386,742	64.7%
281 - Grant Fund - Safety	538,000	683,099	128,470	18.8%
283 - Grants Fund - Other	842,952	1,571,354	352,959	22.5%
<b>Special Revenue Funds Total</b>	<b>46,954,882</b>	<b>50,332,418</b>	<b>22,822,281</b>	<b>45.3%</b>
<b>Capital Funds</b>				
401 - Capital Improvement Fund-City	-	4,240,000	4,312,231	101.7%
405 - Open Space Fund	-	-	753	0.0%
406 - Parks & Rec. Facility Mtce. Fund	-	-	3,079	0.0%
407 - Parks Capital Improvements Fund	-	-	-	0.0%
410 - Special Assessment Bond Fund	-	-	-	0.0%
420 - Measure E-Public Safety Facility	-	-	24,088	0.0%
495 - Successor RDA-L & M Housing-City	-	-	5,305	0.0%
<b>Capital Funds Total</b>	<b>-</b>	<b>4,240,000</b>	<b>4,345,456</b>	<b>102.5%</b>
<b>Enterprise Funds</b>				
501 - Parking Services Fund	4,600,010	4,600,010	2,274,079	49.4%
<b>Enterprise Funds Total</b>	<b>4,600,010</b>	<b>4,600,010</b>	<b>2,274,079</b>	<b>49.4%</b>
<b>Internal Service Funds</b>				
600 - Vehicles Replacement Fund	1,024,336	1,024,336	590,009	57.6%
601 - Technology Fund	2,369,933	2,369,933	1,255,503	53.0%
602 - Fire Equipment Replacement Fund	131,000	131,000	72,521	55.4%
603 - Building Maintenance Fund	2,000,000	2,000,000	1,031,904	51.6%
604 - Employee Benefits Fund	1,000,000	1,000,000	1,984,581	198.5%
605 - Liability Insurance Fund	2,364,880	2,364,880	1,199,815	50.7%
606 - Workers Compensation Fund	3,676,730	3,676,730	1,345,817	36.6%
607 - Dental Insurance Fund	548,690	548,690	238,894	43.5%
608 - Radio Replacement Fund	450,001	450,001	227,100	50.5%
609 - Communication Replacement Fund	773,763	773,763	388,658	50.2%
611 - Employee Retirement Fund	-	-	357,454	0.0%
612 - Retiree Health Benefit (OPEB) Fund	3,450,833	3,450,833	478,900	13.9%
613 - Police Equipment Replacement Fund	40,000	40,000	22,891	57.2%
<b>Internal Service Funds Total</b>	<b>17,830,166</b>	<b>17,830,166</b>	<b>9,194,046</b>	<b>51.6%</b>
<b>Fiduciary Funds</b>				
490 - Successor Agency-Trust Fund	-	-	-	0.0%
710 - Business Improvement District	-	100,000	100,000	100.0%
712 - Library Fiduciary Fund	-	-	15,193	0.0%
713 - OPEB Trust-Retiree Medical Agency Fund	-	-	-	0.0%
714 - Pt. San Pedro Assessment District	-	-	109,851	0.0%
<b>Fiduciary Funds Total</b>	<b>-</b>	<b>100,000</b>	<b>225,043</b>	<b>225.0%</b>
<b>Grand Total</b>	<b>169,402,117</b>	<b>177,119,653</b>	<b>81,759,608</b>	<b>46.2%</b>

**ATTCHMENT D  
FY 2023-24 Expenditures by Fund**

Row Labels	Adopted Budget FY24	Current Budget FY24	Actual Thru Dec 2024	Sum of Encumbrances	Budget %
<b>General Fund</b>					
001 - General Fund	100,041,123	104,465,324	49,945,937	875,600	47.8%
<b>General Fund Total</b>	<b>100,041,123</b>	<b>104,465,324</b>	<b>49,945,937</b>	<b>875,600</b>	<b>47.8%</b>
<b>Special Revenue Funds</b>					
200 - Abandoned Vehicle Abatement	175,720	175,720	88,226	-	50.2%
205 - Stormwater Fund	8,699,777	9,934,812	2,691,577	5,349,728	27.1%
206 - Gas Tax Fund	19,790,000	22,549,000	6,947,816	8,658,984	30.8%
208 - Childcare Fund	3,254,963	3,254,963	1,495,715	-	46.0%
210 - Emergency Medical Services	9,693,071	9,693,071	4,442,295	1,000	45.8%
214 - Library Fund	4,120,000	4,120,000	10,547	317,352	0.3%
215 - Library Special Assessment Fund	1,628,627	1,628,627	544,167	-	33.4%
216 - Measure G - Cannabis	180,246	180,246	69,792	-	38.7%
218 - General Plan Special Revenue Fund	2,344,819	2,344,819	211,718	-	9.0%
222 - Recreation Revolving Fund	4,523,001	4,523,001	2,198,762	5,834	48.6%
223 - Household Hazardous Waste Fund	119,103	119,103	-	9,410	0.0%
227 - Sewer Maintenance Fund	3,152,947	3,152,947	1,269,682	-	40.3%
230 - Police Youth Services Fund	40,005	40,005	2,342	-	5.9%
234 - Pt. San Pedro-Maintenance Portion	183,186	183,186	67,133	-	36.6%
235 - Baypoint Lagoon A.D. Fund	212,700	212,700	4,917	-	2.3%
236 - Loch Lomond CFD #10	18,855	18,855	9,113	-	48.3%
237 - Loch Lomond-Marina CFD #2	135,030	135,030	38,831	-	28.8%
241 - Measure A Open Space Fund	665,000	665,000	26,010	80,845	3.9%
242 - Measure C Wildfire Prevention Parcel Tax	2,449,464	2,449,464	1,379,476	17,420	56.3%
243 - Affordable Housing In-Lieu-SR	302,000	1,752,000	91,815	-	5.2%
246 - East SR Traffic Mitigation	725,000	2,375,000	100,400	1,772,486	4.2%
260 - Childcare Preschool Grant Fund	674,493	674,493	345,491	-	51.2%
281 - Grant Fund - Safety	595,394	753,393	244,908	-	32.5%
283 - Grants Fund - Other	143,207	1,237,470	256,181	388,249	20.7%
<b>Special Revenue Funds Total</b>	<b>63,826,608</b>	<b>72,172,905</b>	<b>22,536,914</b>	<b>16,601,306</b>	<b>31.2%</b>
<b>Capital Funds</b>					
401 - Capital Improvement Fund-City	300,000	300,000	55,612	296,791	18.5%
402 - East Francisco Blvd. Mtce Fund	-	-	-	-	0.0%
404 - Mariposa Maintenance Fund	-	-	-	-	0.0%
407 - Parks Capital Improvements Fund	-	-	-	-	0.0%
420 - Measure E-Public Safety Facility	2,250,000	3,367,904	247,976	1,081,115	7.4%
495 - Successor RDA-L & M Housing-City	95,760	95,760	-	-	0.0%
<b>Capital Funds Total</b>	<b>2,645,760</b>	<b>3,763,664</b>	<b>303,588</b>	<b>1,377,906</b>	<b>8.1%</b>
<b>Enterprise Funds</b>					
501 - Parking Services Fund	4,973,452	4,973,452	2,171,482	9,551	43.7%
<b>Enterprise Funds Total</b>	<b>4,973,452</b>	<b>4,973,452</b>	<b>2,171,482</b>	<b>9,551</b>	<b>43.7%</b>
<b>Internal Service Funds</b>					
600 - Vehicles Replacement Fund	3,531,000	3,531,000	962,008	1,412,519	27.2%
601 - Technology Fund	3,459,183	3,459,183	1,053,468	1,525,106	30.5%
602 - Fire Equipment Replacement Fund	131,000	131,000	-	74,806	0.0%
603 - Building Maintenance Fund	800,000	800,000	757	6,083	0.1%
604 - Employee Benefits Fund	1,181,309	1,181,309	714,424	150,000	60.5%
605 - Liability Insurance Fund	3,373,815	5,458,850	6,109,864	-	111.9%
606 - Workers Compensation Fund	3,523,453	3,523,453	1,158,761	-	32.9%
607 - Dental Insurance Fund	495,000	495,000	200,788	-	40.6%
608 - Radio Replacement Fund	410,000	410,000	503,170	-	122.7%
609 - Communication Replacement Fund	773,764	773,764	254,507	97,000	32.9%
611 - Employee Retirement Fund	684,313	684,313	-	-	0.0%
612 - Retiree Health Benefit (OPEB) Fund	3,660,000	3,660,000	1,720,612	-	47.0%
613 - Police Equipment Replacement Fund	130,000	130,000	59,829	-	46.0%
<b>Internal Service Funds Total</b>	<b>22,152,838</b>	<b>24,237,873</b>	<b>12,738,190</b>	<b>3,265,514</b>	<b>52.6%</b>
<b>Fiduciary Funds</b>					
490 - Successor Agency-Trust Fund	57,870	57,870	63,742	-	110.1%
710 - Business Improvement District	-	-	50,000	-	0.0%
712 - Library Fiduciary Fund	1,910,100	1,910,100	-	-	0.0%
713 - OPEB Trust-Retiree Medical Agency Fund	-	-	-	-	0.0%
714 - Pt. San Pedro Assessment District	-	-	105,592	-	0.0%
<b>Fiduciary Funds Total</b>	<b>1,967,970</b>	<b>1,967,970</b>	<b>219,334</b>	<b>-</b>	<b>11.1%</b>
<b>Grand Total</b>	<b>195,607,751</b>	<b>211,581,188</b>	<b>87,915,445</b>	<b>22,129,877</b>	<b>41.6%</b>

**RESOLUTION NO.**

**RESOLUTION OF THE SAN RAFAEL CITY COUNCIL AUTHORIZING  
AMENDMENTS TO SALARY SCHEDULES TO REFLECT  
FY 2023-24 MID-YEAR PERSONNEL CHANGES**

**WHEREAS**, the City recognizes the benefit to City operations and services by combining the Community Development and Economic Development Departments to allow for improved service delivery, innovation and collaboration; and

**WHEREAS**, as a result of this organizational consolidation the Human Resources Department has developed new position titles, job descriptions and salary ranges for selected classifications; and

**NOW, THEREFORE BE IT RESOLVED**, that the City Council of the City of San Rafael hereby authorizes amendments to the Executive Salary Schedule to reflect the classification of Director of Community & Economic Development as well as the amendment to the Mid-Management Salary Schedules to reflect the new classification of Assistant Director of Community & Economic Development, to be effective March 4, 2024.

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 4<sup>th</sup> day of March 2024, by the following vote, to wit:

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

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**Lindsay Lara, City Clerk**

**SAN RAFAEL UNREPRESENTED EXECUTIVE MANAGEMENT  
SALARY SCHEDULE  
Effective March 4, 2024**

Grade	Position	A	B	C	D	E	
2501	Assistant City Attorney	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625	
2001	Assistant City Manager	\$ 16,849	\$ 17,691	\$ 18,576	\$ 19,504	\$ 20,480	*
2300	Director of Community & Economic Development	\$ 14,878	\$ 15,621	\$ 16,403	\$ 17,223	\$ 18,084	**
4205	Director of Digital Service & Open Government	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625	
2801	Director of Economic Development & Innovation	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625	
2205	District Manager/Engineer (SRSD)	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625	
2140	Finance Director	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625	
7101	Fire Chief	\$ 15,396	\$ 16,166	\$ 16,974	\$ 17,823	\$ 18,714	*
1106	Human Resources Director	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625	
2406	Library and Recreation Director	\$ 14,366	\$ 15,085	\$ 15,839	\$ 16,631	\$ 17,462	
6101	Police Chief	\$ 15,396	\$ 16,166	\$ 16,974	\$ 17,823	\$ 18,714	*
2201	Public Works Director	\$ 15,094	\$ 15,849	\$ 16,641	\$ 17,474	\$ 18,347	

Position	Monthly Salary
City Manager (Appointed)	\$ 24,494

\* Based on language in the executive resolution, steps can be at a maximum per the below based on City Manager discretion pertaining to performance evaluation

\*\*Position title reclassified from Community Development Director; salary range unchanged.

Assistant City Manager	\$ 17,523	\$ 18,399	\$ 19,319	\$ 20,285	\$ 21,299
Police Chief	\$ 17,077	\$ 17,931	\$ 18,828	\$ 19,769	\$ 20,758
Fire Chief	\$ 17,077	\$ 17,931	\$ 18,828	\$ 19,769	\$ 20,758

**SAN RAFAEL UNREPRESENTED MID-MANAGEMENT**

**SALARY SCHEDULE**

Effective March 4, 2024

<b>Grade</b>	<b>Position</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>
7315	Accounting Manager	\$ 10,080	\$ 10,584	\$ 11,113	\$ 11,668	\$ 12,252
2303	Assistant Community Development Director	\$ 12,646	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371
TBD	Assistant Community & Economic Development Director**	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371	\$ 16,139
2400	Assistant Library and Recreation Director	\$ 11,355	\$ 11,923	\$ 12,519	\$ 13,145	\$ 13,802
2202	Assistant Public Works Director	\$ 12,886	\$ 13,530	\$ 14,207	\$ 14,917	\$ 15,663
2302	Chief Building Official	\$ 11,975	\$ 12,574	\$ 13,202	\$ 13,863	\$ 14,556
4203	Civic Design Manager	\$ 10,229	\$ 10,741	\$ 11,278	\$ 11,842	\$ 12,434
2122	Code Enforcement Supervisor	\$ 7,796	\$ 8,186	\$ 8,595	\$ 9,025	\$ 9,477
4204	Data & Infrastructure Manager	\$ 11,328	\$ 11,894	\$ 12,489	\$ 13,113	\$ 13,769
4213	Deputy Building Official	\$ 10,778	\$ 11,317	\$ 11,882	\$ 12,477	\$ 13,100
1105	Deputy City Attorney I	\$ 10,852	\$ 11,395	\$ 11,965	\$ 12,563	\$ 13,191
1109	Deputy City Attorney II	\$ 11,965	\$ 12,564	\$ 13,192	\$ 13,852	\$ 14,544
7125	Deputy Director of Emergency Management	\$ 12,886	\$ 13,530	\$ 14,207	\$ 14,917	\$ 15,663
7127	Deputy Fire Chief	\$ 14,663	\$ 15,396	\$ 16,166	\$ 16,974	\$ 17,823
2120	Deputy Fire Marshall	\$ 10,193	\$ 10,702	\$ 11,237	\$ 11,799	\$ 12,389
2135	Deputy Public Works Director	\$ 11,707	\$ 12,292	\$ 12,907	\$ 13,552	\$ 14,230
7313	Economic Development Coordinator	\$ 9,834	\$ 10,326	\$ 10,842	\$ 11,385	\$ 11,954
2128	Economic Development Manager	\$ 10,814	\$ 11,355	\$ 11,923	\$ 12,519	\$ 13,145
7117	Emergency Services Manager	\$ 9,595	\$ 10,075	\$ 10,579	\$ 11,108	\$ 11,663
2137	Housing Manager	\$ 11,173	\$ 11,732	\$ 12,318	\$ 12,934	\$ 13,581
2107	Human Resources Operations Manager	\$ 9,779	\$ 10,268	\$ 10,781	\$ 11,320	\$ 11,886
2208	Operations and Maintenance Manager	\$ 10,661	\$ 11,194	\$ 11,754	\$ 12,341	\$ 12,958
2208	Operations and Maintenance Manager (SRSD)	\$ 10,661	\$ 11,194	\$ 11,754	\$ 12,341	\$ 12,958
2703	Parking Services Manager	\$ 9,834	\$ 10,326	\$ 10,842	\$ 11,385	\$ 11,954
7312	Parks Superintendent	\$ 9,735	\$ 10,222	\$ 10,733	\$ 11,269	\$ 11,833
2116	Planning Manager	\$ 11,173	\$ 11,732	\$ 12,318	\$ 12,934	\$ 13,581
2206	Principal Civil Engineer (SRSD)	\$ 13,404	\$ 14,074	\$ 14,778	\$ 15,517	\$ 16,293
2143	Principal HR Analyst	\$ 9,779	\$ 10,268	\$ 10,781	\$ 11,320	\$ 11,886
4206	Product Manager	\$ 10,229	\$ 10,741	\$ 11,278	\$ 11,842	\$ 12,434
8103	Recreation Supervisor	\$ 8,242	\$ 8,654	\$ 9,087	\$ 9,541	\$ 10,019
TBD	Risk Manager*	\$ 11,173	\$ 11,732	\$ 12,318	\$ 12,934	\$ 13,581
7317	Senior Code Enforcement Supervisor	\$ 8,605	\$ 9,036	\$ 9,487	\$ 9,962	\$ 10,460
2101	Senior Management Analyst I	\$ 7,985	\$ 8,384	\$ 8,803	\$ 9,243	\$ 9,705
2105	Senior Management Analyst II	\$ 9,507	\$ 9,982	\$ 10,481	\$ 11,005	\$ 11,555
2203	Senior Project Manager	\$ 9,729	\$ 10,216	\$ 10,726	\$ 11,263	\$ 11,826
8102	Senior Recreation Supervisor	\$ 9,097	\$ 9,552	\$ 10,030	\$ 10,531	\$ 11,058
7310	Sewer Maintenance Superintendent	\$ 9,735	\$ 10,222	\$ 10,733	\$ 11,269	\$ 11,833
7311	Street Maintenance Superintendent	\$ 9,735	\$ 10,222	\$ 10,733	\$ 11,269	\$ 11,833
7245	Supervising Librarian	\$ 8,242	\$ 8,654	\$ 9,087	\$ 9,541	\$ 10,019
2150	Sustainability Program Manager	\$ 8,013	\$ 8,413	\$ 8,834	\$ 9,275	\$ 9,739

\*Approved by Resolution 15270 on January 16, 2024; position recruitment in progress.

\*\* Assistant Director of Community & Economic Development added;

**City of San Rafael  
Job Class Specification**

## **Job Title: Director of Community and Economic Development**

### **SUMMARY**

The Director of Community and Economic Development is responsible for the planning, administration, and operation of the City's community and economic development activities; performs responsible and innovative administrative management in support of the City's goals and objectives; and is a member of the City's executive management team.

Under general direction of the City Manager, develops, implements, coordinates and directs community and economic development activities of the City including current and advance planning, development and environmental review, zoning, housing, code enforcement, building safety and inspection, plan checking/permit services, transportation planning, and economic development; addresses all aspects of community growth, encourages business retention, attraction and expansion; provides financial, technical, and administrative assistance in the areas of community and economic development; coordinates assigned activities with other City departments, officials, outside agencies, and the public; fosters cooperative working relationships among City departments and with intergovernmental and regulatory agencies and various public and private groups; provides highly responsible and complex professional assistance to the City Manager in areas of expertise and other special projects; and performs other duties as assigned.

**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed while in other cases related duties may also be assigned.

- Determines and justifies departmental goals and related personnel and financial resources needed; ensures accomplishment of departmental goals; and the coordination of department's activities with City goals.
- Administers the department budget; participates in the forecast of revenue, expenses and additional funds needed; guides subordinate staff in developing and administering fiscally responsible budgets; carries out departmental functions in the most cost effective ways
- Directs, oversees and participates in the development of the department's work plan; assigns work activities, projects and programs; monitors work flow; reviews and evaluates work products, methods and procedures.
- Selects, trains, motivates, and evaluates staff; provides or coordinates staff training; works with employee to correct deficiencies; conducts performance evaluations; implements performance plans; and implements discipline and termination procedures as needed.
- Represents the department to other City departments, the community and outside groups and agencies; explains and interprets departmental programs, policies, and activities; participates in and speaks at professional and public meetings and organizations; provides technical assistance as necessary.

- Provides administrative support for the Planning Commission and Design Review Committee; serves as the City's Zoning Administrator, makes presentations to City Council and other groups concerning community and economic development projects and programs.
- Consults with and advises the City Manager, Assistant City Manager and other City officials regarding community and economic development and administration of plans, policies, and regulations and related activities within the City
- Selects, supervises and evaluates work of consultants and integrates consultants' work into division work program
- Monitors Federal and State legislative activity that pertains to programs and operations germane to the City
- Oversees the preparation of environmental impact evaluations on proposed projects as required by the California Environmental Quality Act (CEQA), including special studies. Develops, maintains, implements, and interprets the comprehensive General Plan, master/specific plans, environmental impact reports, capital improvement plans and other applicable planning areas
- Act as the City's point of contact for Economic Development related workforce development programs and activities
- Directs professional staff in the review, analysis, and assessment of development proposals; develops and presents recommendations on a variety of permits, maps, ordinances, zone changes, and applications
- Leads, coordinates and monitors the development review process for the City
- Develops and administers citywide economic development and revitalization strategies and programs, conducts economic studies, needs assessments, research and financial analyses; researches and analyzes business community demographics; compiles and updates an economic development database, including establishing and maintaining a real estate inventory, land costs, lease rates and related records for businesses; keeps abreast of current trends affecting business development
- Develops and markets techniques, strategies, programs, and promotional material to stimulate retail and light commercial industrial, and related business activity
- Act as City liaison with business community and discusses issues concerning business retention and attraction, financing and other economic issues with interested parties; provides opinions and suggestions from these parties to City staff and officials
- Assists in analyzing proposed development and community projects for financial feasibility and impacts on City businesses and residents
- Negotiates and resolves difficult, complex and/or sensitive citizen complaints or problems concerning activities of the department
- Negotiates development agreements with proponents of private development projects
- Administers enforcement of land use and building codes and prepares proposed code revisions as necessary
- Prepares and monitors project budgets and expenditures; develops project timetables and work programs; researches and analyzes complex data; evaluates alternatives and makes recommendations
- Performs general administrative activities including preparing, negotiating and administering contracts, agreements, grant applications, requests for proposals and related material
- Prepares and presents clear and concise written and oral reports to residents, the business community, and government officials
- Attends and makes presentations at meetings during day, evening, and occasional weekend hours
- Attends off-site meetings during day, evening, and occasional weekend hours
- Acts for the City Manager and performs related duties as assigned

## **ABILITY TO:**

- Plan, organize and direct activities of a community and economic development department; review and interpret planning, zoning, land development/infrastructure, code enforcement and building permitting, plan review and inspection activities; identify and resolve a wide variety of interests in the development of land use policy; work effectively with business and community leaders, developers, residents and merchant groups, other City staff in planning, developing and implementing economic development and business attraction, retention and expansion programs; analyze economic studies, financial statements, marketing studies, plans, specifications, and bid documents; skillfully represent the agency in all types of contract negotiations, compile and analyze data pertaining to downtown revitalization
- Manage the department's operations and activities and direct the work of employees; conduct, analyze, and make recommendations on a variety of administrative activities; prepare and administer budgets; interpret and effectively apply pertinent aspects of related Federal and State laws and regulations; communicate skillfully and effectively orally and in writing; and establish and maintain cooperative and effective relationships with those contacted in the course of work
- Understand, interpret, apply and explain laws, regulations, policies and professional practices; develop and direct implementation of new/changed organizational systems; learn and apply related City and departmental policies and practices; analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals; interpret political and administrative direction and incorporate into operational policy and procedures; prepare narrative, statistical and technical reports; analyze existing systems, processes, and procedures and modify/develop changes as necessary; effectively build and lead teams; plan, organize, and prioritize work assignments; supervise, train, and evaluate personnel; effectively utilize computer applications and technology related to the work and perform database management and spreadsheet functions
- Work successfully with a broad range of people and organizations to accomplish the City's community and economic development goals, represent the City's interests before other agencies; identify and respond to public and City Council issues and concerns; demonstrate political acumen; deal positively with confrontation and controversial issues; and, facilitate community participatory decision making to resolution; work long and varied hours, including evenings and/or weekends if required; work under pressure and time constraints

## **EDUCATION and/or EXPERIENCE:**

Requires any combination of education and experience that would likely provide the required knowledge, skills and abilities. A typical way to obtain the knowledge and abilities would be:

A Bachelor's degree from an accredited college or university with major coursework in Public or Business Administration, Economics, Urban Planning or a closely related field. A Master's degree is desirable

*and*

Five (5) years of full time increasingly responsible professional experience in community and economic development management, including three (3) years of administrative supervisory experience, involving program development; business attraction, retention and marketing; real estate development; commercial property brokerage/management; financial analysis; and/or community engagement experience.



Desired: Certification from the American Institute of Certified Planners (AICP), International Economic Development Council (IEDC), or Accredited California Economic Developer (ACE) is highly desirable.

**Valid driver's license and satisfactory driving record.**

**PHYSICAL DEMANDS:**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit and talk or hear. The employee is occasionally required to stand; walk; use hands to finger, handle, or feel; and reach with hands and arms. The employee must regularly lift and/or move up to 10 pounds and occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, and ability to adjust focus.

**WORK ENVIRONMENT:**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works in indoor conditions and regularly works near video display. The employee is occasionally exposed to outside weather conditions and uses personal vehicle and occasionally works in evenings or on weekends. The noise level in the work environment is usually moderate.

Department:	Community & Economic Development
FLSA Status:	Exempt
Prepared By:	Marissa Sanchez
Prepared Date:	February 2024
Approved By:	City of San Rafael
Approved Date:	February 2024

**City of San Rafael  
Job Class Specification**

## **Job Title: Assistant Director of Community and Economic Development**

### **SUMMARY**

The Assistant Director of Community and Economic Development will assist the Director of Community and Economic Development to manage, direct, supervise, and coordinate the activities and operations which involve the divisions of the Community and Economic Development Department, including Planning, Building, Code Enforcement, Housing, and Economic Development divisions; engage with the community on various projects to include forums and neighborhood meetings; serve as liaison to the Planning Commission; serves in the absence of the Director; prepare reports and conduct presentations to Council, Boards, Commissions, and community groups; work cross-departmentally throughout the city and community partners on development and community engagement projects; support development and management of department budget; and perform other related duties.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES:**

This list is meant to be representative, not exhaustive. Some incumbents may not perform all the duties listed while in other cases related duties may also be assigned.

- Assist the Director of Community and Economic Development in managing and directing the Community and Economic Development Department.
- Assist in developing department goals and objectives; assist in the development of and implementation of policies and procedures.
- Plan, organize and direct activities of Planning, Building, Code Enforcement, Housing, and Economic Development Divisions.
- Direct, oversee and participate in the development of the divisions work plans; assign work activities, projects, and programs; monitor workflow; review and evaluate work products, methods and procedures.
- Prepare the division's budget; assist in budget implementation; participate in the forecast of additional funds needed for staffing, equipment, materials and supplies; administer the approved budget.
- Recommend the appointment of personnel; provide or coordinate staff training; conduct performance evaluations; implement discipline procedures as required; maintain discipline and high standards necessary for the efficient and professional operation of the department.
- Represent the department to outside agencies and organizations; participate in outside community and professional groups and committees; provide technical assistance as necessary.
- Research and prepare technical and administrative reports; prepare written correspondence.

- Directs and participates in the pre-development and permit review of major projects including annexations, general plan amendments, re-zonings, major subdivisions, multi-family housing, and non-residential development projects.
- Oversees the processing, review, and scheduling of development applications submitted to the City; ensures result is a thorough, comprehensive project analysis that is consistent with all City codes and ordinances; ensures implementation of the City's General Plan and City Council decisions.
- Develops, maintains, updates, implements, and interprets the City's General Plan, Zoning Ordinance, State Subdivision Map Act, area plans, environmental impact reports, capital improvement plans, and related City codes, ordinances, and policies affecting and/or related to planning and land use issues.
- Serves as the liaison for the Community and Economic Development Department with other divisions, departments, and outside agencies; meets with developers, engineers, architects, businesses and other project proponents to explain City policies, design issues, and City standards relating to project development; negotiates and resolves sensitive and controversial issues.
- Serves as staff on a variety of boards, commissions, and committees including to provide technical and professional advice; schedules items for Planning Commission review and action; prepares and coordinates reports and presentations on current planning issues for City Council, Planning Commission, community groups, and regulatory agencies; ensures timely action on City Council and Planning Commission directives and initiatives.
- Provides responsible staff assistance to the Director of Community and Economic Development; conducts a variety of organizational studies, investigations, and operational studies; recommends modifications to departmental programs, policies, and procedures as appropriate.
- Advises the Director of Community and Economic Development, Planning Commission on aspects of community and economic development and the implementation of the municipal code and other development regulations.
- Develops and maintains records, statistics and reports on department related activities.
- Attends and participates in professional group meetings; maintain awareness of new trends and developments in the field of planning, building, code enforcement, housing and economic development; incorporates new developments as appropriate.
- Responds to and resolves difficult and sensitive citizen inquiries and complaints.
- Represent the City with dignity, integrity, and the spirit of cooperation in all relations with staff and the public.
- Foster an environment that embraces integrity, service, inclusion and collaboration.
- Be an integral team player, which involves flexibility, cooperation, and communication.
- Build and maintain positive working relationships with co-workers, other City employees and the public using principles of good customer service
- Perform related duties as assigned

**KNOWLEDGE OF:**

Operational characteristics, services, and activities of planning, building, code enforcement, housing, and economic development program functions. Principles and practices of program development and administration. Principles and practices of policy development and implementation. Principles and practices of leadership, customer service, motivation, team building and conflict resolution. Modern principles, practices, and techniques of community and economic development. Land use, physical design, demographic, environmental,

economic, and social concepts as applied to community and economic development. Statistical methods and research techniques applicable to the preparation of municipal planning, building, code enforcement, housing, and economic development studies. Principles and practices of municipal budget preparation and administration. Principles of supervision, training, and performance evaluation. Personnel policies and practices. Pertinent federal, state, and local laws, codes, and regulations. Modern office practices, methods, and computer equipment including relevant software programs. Oral and written communication skills; business English including vocabulary, spelling, and correct grammatical usage and punctuation.

**ABILITY TO:**

Organize and direct community and economic development operations, ensuring compliance with City policies and procedures, local, state and federal laws and regulations. Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals. Gain cooperation through discussion and persuasion. Interpret and apply City and department policies, procedures, rules, and regulations. Supervise, train, and evaluate personnel. Oversee and participate in the management of a comprehensive planning program including current and advanced planning activities and projects. Analyze complex planning issues, evaluate alternatives, and reach sound conclusions. Exercise sound independent judgment. Adjust operating procedures as necessary to improve organizational effectiveness. Prepare clear and concise administrative and financial reports. Research, analyze, and evaluate new service delivery methods and techniques. Review and prepare ordinances, resolutions, and other legal documents. Read blueprints, site plans, topography maps, and related documents. Interpret and apply federal, state, and local policies, laws, and regulations. Operate office equipment including computers and supporting word processing, spreadsheet, and database applications. Communicate clearly and concisely, both orally and in writing.

**EDUCATION AND EXPERIENCE:** Any combination of education, experience, and training that would provide the best qualified candidates. A typical way to obtain the knowledge and abilities would be:

**Education:** Possession of the equivalent of a bachelor's degree from an accredited college or university with major coursework in urban or regional planning, economics, public administration, or another field of study applicable to the responsibilities and requirements of this job class. Possession of a master's degree is desirable.

**Experience:** Five (5) years of progressively responsible community and economic development experience, including (2) two years of supervisory experience.

**Working Conditions:**

**Environment:** Work is performed primarily in a standard office environment with some travel to different sites; incumbents may be required to work extended hours including evenings and weekends and may be required to travel outside City boundaries to attend meetings.

**Physical:** Primary functions require sufficient physical ability and mobility to work in an office setting; to stand or sit for prolonged periods of time; to occasionally stoop, bend, kneel, crouch, reach, and twist; to lift, carry, push, and/or pull light to moderate amounts of weight;

to operate office equipment requiring repetitive hand movement and fine coordination including use of a computer keyboard; to travel to other locations using various modes of private and commercial transportation; and to verbally communicate to exchange information.

**Vision:** See in the normal visual range with or without correction.

**Hearing:** Hear in the normal audio range with or without correction.

Department: Community & Economic Development

FLSA Status: Exempt

Prepared By: Marissa Sanchez

Prepared Date: February 2024

Approved By: City of San Rafael

Approved Date: February 2024

