

CITY OF



San Rafael

Agenda Item No:

10

Meeting Date: August 3, 2009

SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: CITY MANAGER

Prepared by: Ken Nordhoff
City Manager

City Manager Approval:

KN

SUBJECT: CONSIDERATION, SECOND READING AND ADOPTION OF ORDINANCE CALLING A GENERAL MUNICIPAL ELECTION AND ORDERING THE SUBMISSION OF A PROPOSITION OF INCURRING BONDED DEBT FOR THE PURPOSE OF THE ACQUISITION, CONSTRUCTION AND COMPLETION OF PUBLIC SAFETY FACILITIES TO THE QUALIFIED VOTERS OF THE CITY OF SAN RAFAEL AT THE GENERAL MUNICIPAL ELECTION TO BE HELD ON NOVEMBER 3, 2009

RESOLUTION ACCEPTING THE FINAL REPORT FROM THE CRITICAL FACILITIES COMMITTEE

RECOMMENDATION:

Adopt Ordinance calling for a Public Safety General Obligation Bond to be placed on the November 3, 2009 Municipal Election, and

Adopt Resolution accepting the Final Report of the Critical Facilities Committee

BACKGROUND:

Back in 2002, the City Council commissioned 2 important facility studies:

Seismic and Modernization Study: Beginning in 2002, the City, working with representatives from numerous departments, completed two significant studies on our facilities. The first was an essential services study, which included the Police Department, Fire Stations, and two community centers (San Rafael and Terra Linda). (NOTE: Because the City was in the process of planning for the Pickleweed Center Expansion and Renovation, this facility was omitted from this study). Given the Bay Area's potential for naturally occurring emergencies, the Council asked Group 4 Architects to assess the ability of the City's public safety infrastructure to respond to major, life-threatening emergencies such as earthquakes, etc. From 2002 through 2004, Group 4 conducted an exhaustive analysis of the city's fire stations, police headquarters and emergency shelters. These are San Rafael's essential facilities, defined as those buildings critical to the City's ability to respond to emergencies. Facilities included in this study were:

FOR CITY CLERK ONLY

File No.: 9-4 x 9-2-57

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Fire Station 1 (built in 1916); Fire Station 2 (1957); Fire Station 4 (1964); Fire Station 5 (1966); Fire Station 6 (1996); Fire Station 7 (1978); City Hall/Police Station (1966); San Rafael Community Center (1975-emergency shelter); Terra Linda Community Center (1954-emergency shelter).

Library Study: The Council also commissioned a comprehensive study of the San Rafael Library that same year. Our historic Carnegie facility was built in 1908 and remodeled in 1960, 1976 and 1986. Despite these efforts, Group 4 determined that the facility is barely adequate to meet community needs. The study stated: "The building's physical constraints severely limit the library's ability to provide even traditional services to residents, let alone new services and materials. The facility is beyond its capacity, and does not permit the implementation of newer, more efficient operational models, such as self-service checkout, that allow other cities to expand library services to residents while maintaining-or even reducing-their operational costs."

Both studies involved numerous staff hours, examining both current and long term space needs. Various options, ranging from seismic upgrades up to complete renovation or replacement were examined. Cost estimates from 2004, (now outdated) were presented to gauge just how much it would take to bring many of our buildings up to modern standards and codes.

CRITICAL FACILITIES STRATEGY COMMITTEE (CFSC) WORK

Your first citizen resident volunteer endeavor in looking at our critical facilities needs was carried out by a 12 person Committee established September 7, 2004. This group was chartered to:

- ✓ "Review a study undertaken for the city of its essential public safety facilities, and
- ✓ "Recommend to the Council financially sound and politically viable strategies that will assure the ability of San Rafael's public safety facilities and library to meet current and future needs."

Because of our General Fund operating budget problems along the way, the Committee's role was expanded to include an examination of this situation. Their recommendations regarding facilities took a back seat to the City solving its' structural deficit. The CFSC issued a report dated April 18, 2005, outlining a specific series of recommendations. The City Council accepted this report on the same date. Details regarding all of the findings, recommendations and analysis completed by the CFSC are contained in the April 18th 2005 report.

CRITICAL FACILITIES COMMITTEE (CFC) WORK

At the meeting of September 4, 2007, the City Council approved a Resolution authorizing the City Manager to commence the application process in order to establish a San Rafael Critical Facilities Committee. This Committee was appointed by Council action on November 19, 2007. Listed below are the established CFC goals:

The task of the Committee is to educate and inform the community about the current condition and needs for improving our essential service buildings. In addition, the new Committee should develop financially sound and politically viable implementation strategies to begin addressing the needs of our buildings. Key objectives are:

- *Review the Critical Facilities Strategy Committee Report recommendations and confirm these remain the priorities of the new Committee.*

- *Review recent polls and surveys to determine community interest. This step may include the assistance of a political advisor.*
- *Identify potential funding alternatives and capital financing strategies for completing facility improvements. Make sure the costs associated with the previous recommendations are brought current.*
- *Complete a report that defines the scope, phasing and timing of the projects, and possible campaign strategies. This report should include education and information strategies for the community as well.*
- *Recommend next steps as appropriate.*

The new Committee will not be reviewing any new facility studies, nor will the staff be commencing any essential building studies. The data contained in the 2004 Group 4 reports is relevant and our space needs have not changed in any measurable way. Other than cost, the new Committee will work with the data and findings from previous reports.

ANALYSIS:

The CFC wasted no time in getting to work. Bi-weekly meetings have been occurring since inception, and have produced an Interim Report (May 2008) as well as a Progress Report (August 2008). Key outcomes and notable accomplishments captured in these reports by the CFC over their first year of work included:

- Reviewed January 2007 polling data and received an overview of City's finances from staff.
- Reviewed the prior Critical Facilities Strategy Committee report and recommendations. The CFC concurs with the listing of projects identified by the former Committee (CFSC), and recommended that the Library be added to this scope of facilities under consideration.
- Received updated cost estimates from Group 4 for all facilities under CFC consideration.
- Received presentation and information regarding public opinion polling (Godbe Research) and education/campaign strategies (Sidewalk Strategies). There remained a strong need to better educate our residents and other stakeholders about City facility conditions. The Committee noted expertise is needed to further this education work, which requires a commitment to resources (staff and financial) to accomplish this education effort.
- Received presentations regarding fundraising, donors, public private partnerships (PPP's) and outside funding, as well as information regarding tax and debt financing options through staff and outside consulting experts.
- As of the August 2008 report, a tentative prioritization list was noted, beginning with a Downtown Public Safety building. Final prioritization was not completed at this time as the CFC members felt additional education and polling work must occur to help shape the prioritizing facilities. This work can help define the extent to which voter may be willing to pay for facility needs, and the preferred tax and debt financing solutions.

Since their last report, the CFC has embarked on a series of additional work, utilizing staff and outside expertise, in order to fulfill their established goals. The Committee has developed and implemented a communications plan, completed a feasibility phase, and supported an education effort. All of this work was paramount to recent public opinion polling, whereby options were partitioned into two possible tax measures – one for Public Safety facilities, and the other for an expanded and modernized downtown library. Specific polling of 600 voters

occurred at the end of June. Poll results were provided to the CFC on July 14th, and to the City Council on July 20th. (NOTE: Actual polling results, and the related public presentation, are available on the City's website). Poll results demonstrated a preference of San Rafael voters to address the public safety facilities needs first, with the library facility not yet demonstrating voter willingness to create new resources to solve this long standing facility challenge.

The CFC met one last time on July 21st to finalize their report. I want to personally thank each of them for offering perspective, experience and intelligent input which helped develop their final report, included via a Resolution to this staff report. Adoption of this Resolution sets forth recommendations regarding our critical facilities which can be used as a blueprint and guide to address the needs of many city buildings. The CFC has developed significant findings and conclusions in their Final Report. In summary they are as follows:

- ❖ The City's facilities are functionally obsolete, seismically unsafe and do not comply with a wide variety of building codes.
- ❖ No funds presently exist to undertake a capital project of the scope needed, and that voter approved funding must be obtained.
- ❖ With the addition of the Library to the scope of projects, prioritization for facility renovation, expansion or replacement is:
 - Downtown Public Safety Building
 - Fire Station # 2 / Training Facility
 - Downtown Library
 - Fire Stations #4, #5 & #7
 - Fire Station #6
 - Terra Linda Community Center
 - "B" Street Community Center
- ❖ Based upon a recent education effort and July 2009 polling results:
 - Voter misconceptions about the condition of City facilities will continue to be a hurdle and require ongoing educational and awareness efforts.
 - Education efforts have been successful in increasing voter awareness of the actual conditions of the City's buildings.
 - Although public support for a tax measure to upgrade or replace the Downtown Main Library is insufficient to warrant proceeding with a ballot measure at this time, the Downtown Library expansion and improvements should remain a priority.
 - Public support for a public safety facilities general obligation bond measure has a greater chance of success than would a parcel tax.
- ❖ We conclude that a capital replacement reserve fund is needed to ensure the facilities remain functional and code compliant over their useful lives.
- ❖ We conclude that the education effort undertaken in 2009 did create sufficient public support to upgrade the public safety buildings in order to place a ballot measure before the voters in November, 2009, but similar support was not achieved to upgrade the Downtown Library, San Rafael and Terra Linda Community Centers for this coming election.

Based upon poll results, and two years of work on this topic, the Committee has completed their final report, and now recommends:

1. Put before the voters, in November, 2009, a ballot measure authorizing the City to issue up to \$89 million in general obligation bonds, and impose a tax sufficient to upgrade, renovate and replace public safety buildings. The general obligation bonds should include sufficient funds to allow for the long term planning and design of core downtown City facilities.
2. Pursue financing for the upgrade, renovation or expansion of the downtown main library after securing the required financing for the public safety buildings listed in our prioritization above.
3. Defer action on the replacement or renovation of the community center buildings until a later date and after securing the required financing for the public safety and downtown library buildings.
4. Adopt as a formal policy for the creation, maintenance, and regular funding of the capital replacement reserve for the facilities described above in this report.
5. In response to opportunities or unanticipated challenges, retain the flexibility to implement solutions for all of these facilities even when not in the order of our prioritization. By way of example, the Committee has supported the City's efforts to work with the County of Marin on a combined Fire Station No. 7/Emergency Operations Facility solution at the Civic Center. Refer to our letter included as part of this report.
6. Not be precluded from considering relocation of these facilities if conditions warrant.
7. Pursue all available avenues for private, or public, agency grants, partnerships or other sources of money to augment the funding raised through any tax measure.
8. Include a provision for the appointment of a Citizen's Oversight Committee in any ballot measures to be put before the San Rafael voters.

This Critical Facilities Committee developed this series of recommendations after two years of gathering data, learning necessary subject matter, and deliberating on a variety of alternatives and options. Of particular importance is the desire to put into place both the necessary policies and capital resources to establish a long term sinking fund for the future (and predictable) replacement of major building needs (HVAC systems, roofs, etc.). Although this can not be accomplished within the authority of expenses allowed under general obligation bonds, the Committee does expect future actions by City Council and staff to implement a long term capital replacement program.

Given the legally required due dates to place a public safety bond measure on the November 2009, ballot, the City Council took the first steps at a special meeting on July 24th. At that meeting, the City Council:

- ↳ Adopted of a Resolution Determining that the Public Interest and Necessity Demand the Acquisition, Construction and Completion of Public Safety Facilities and their Financing through the Issuance of General Obligation Bonds.
- ↳ Conducted a First Reading of an Ordinance of the City Council of the City of San Rafael Calling a General Municipal Election and Ordering the Submission of a Proposition of Incurring Bonded Debt for the Purpose of the Acquisition, Construction and Completion of Public Safety Facilities to the Qualified Voters of the City of San Rafael at the General Municipal Election to be held on November 3, 2009

At the meeting this evening, the City Council is being asked to take two actions. The first item is consideration, second reading and adoption of an Ordinance calling for a General Municipal Election and ordering the submission of a proposition of incurring bonded debt for the purpose of the acquisition, construction and completion of public safety facilities to the qualified voters of the City of San Rafael at the General Municipal Election to be held on November 3, 2009. The actual sizing of the general obligation bonds requested in the proposed Ordinance is \$88 million dollars, and is based upon a final review of San Rafael assessed valuations for 2009-10, and the associated tax rates, as provide in an attachment to the Ordinance.

At the July 24th meeting, staff requested the final ballot language (75 words) be refined to satisfy the regulations under which the County Registrar tallies the word count. We have made a minor revision to the language, without altering the scope, purpose or intent of this ballot measure. The County Registrar is satisfied with the final ballot language included in the Ordinance for your consideration.

The proposed bond measure would not address improvements to the downtown library or community centers. Poll results and Committee recommendations conclude the financing for these projects should come at a later date, after the public safety facilities needs are addressed. Consideration of ratifying this Ordinance includes a public hearing. Approval of the Ordinance is required at this meeting in order to fulfill the August 7th filing deadline required by the County Registrar.

Should the Ordinance be approved, the City Clerk and City Attorney will be involved preparing an impartial analysis, and in reviewing and publishing ballot arguments, and rebuttals, over the month of August. These are important and required steps integral to having the ballot measure placed before the voters this November.

The second action is approval of the Critical Facilities Committee Final Report. Included with this Final Report is a separate support letter, encouraging the City to participate with the County in developing a cost effective Fire Station No. 7 integration with the Emergency Operation Facility currently in the planning stages adjacent to the Civic Center. The Committee also included a Communication Plan and their Progress Report of August 2008. I believe the Committee's cumulative body of work, up to and including their Final Report, provides complete responses to their codified goals noted above.

I am extremely grateful for each Committee member's dedication and leadership over these past two years. We simply would not be at this important juncture to take action on the public safety facilities without their commitment to thoughtful, strategic solutions. Adoption of the Resolution accepts their Final Report, and dissolves the Critical Facilities Committee (with appropriate recognition).

FISCAL IMPACT:

The City Council election is slated for November 3, 2009. Contractual costs of this election were estimated at \$72,000, prior to any consideration of a tax ballot measure. This cost was included in the budget you adopted on July 6, 2009.

The City Clerk has been in contact with the County Registrar to determine the additional expenses tied to placing a ballot measure on the November election. We have estimated the costs to do so around \$10,000, which is tied to the pages needed to be printed as part of ballot arguments, and the number of residents who turn out to vote in this election.

The Public Safety Bond Measure has included Committee involvement in understanding and recommending three separate bond series be issued, beginning in 2010 and extending up through 2015. This 'phased' approach is intended to align debt issuance and tax levies into a multi-year work program for all of the public safety facilities. An initial general obligation (G.O.) bond issuance up to \$25 million would allow resources needed for conceptual and detail design, full engineering drawings, and required environmental and planning reviews. It may also provide early resources for some facility projects that are smaller in scope to complete. Subsequent bond series would be issued once projects were fully approved and ready for construction. This graduated approach allows for a similar phasing in of tax levies. The Ordinance has an attachment that reflects tax rates starting at \$16 per \$100,000 of assessed valuation (for the first bond series) and graduating to a \$41 average per \$100,000 of assessed value over the life of these projects (30 years).

Should you approve the Ordinance, and should the voters provide the support to pass these bonds in November, the City would be planning to issue the first of the G.O. bond series next year. If bonds were sold by next summer, you would be asked to set the necessary tax rate (based upon assessed valuations of all San Rafael properties) to pay for the bond debt service required for fiscal year 2010-11 and beyond. Tax rates would be set annually by the City Council in each subsequent year to support debt payments on outstanding public safety general obligation bonds.

OPTIONS:

Staff recommends the City Council:

1. Conduct the public hearing and adopt the Ordinance. In addition, staff recommends that the Council not modify the language of the Ordinance since it has been carefully crafted by the City's bond counsel to comply with legal requirements as well as satisfy the County Registrar.
2. Adopt the Resolution accepting the Final Report of the CFC as presented. The Resolution could be modified, as well as the Report. If the Council wanted a Report modification, it would need to ask the Critical Facilities Committee to continue meeting and address any remaining issues outstanding related to the Committee's goals listed above.

ACTION REQUIRED:

Adopt the Ordinance and Resolution as presented.

ATTACHMENTS

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ORDINANCE NO. 1876

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF SAN
RAFAEL CALLING A GENERAL MUNICIPAL ELECTION AND
ORDERING THE SUBMISSION OF A PROPOSITION OF INCURRING
BONDED DEBT FOR THE PURPOSE OF THE ACQUISITION,
CONSTRUCTION AND COMPLETION OF PUBLIC SAFETY
FACILITIES TO THE QUALIFIED VOTERS OF THE CITY OF SAN
RAFAEL AT THE GENERAL MUNICIPAL ELECTION TO BE HELD ON
NOVEMBER 3, 2009**

WHEREAS, on July 24, 2009, this City Council adopted, by a two-thirds vote of all the members of said Council, a Resolution entitled "A Resolution of the City Council of the City of San Rafael Determining That the Public Interest and Necessity Demand the Acquisition, Construction and Completion of Public Safety Facilities, and Their Financing Through the Issuance of General Obligation Bonds" (the "Resolution"); and

WHEREAS, in order to provide for the issuance by the City of its general obligation bonds to finance the costs of acquiring and constructing public safety facilities and related public facilities and grounds to replace, relocate, upgrade, renovate, or expand existing fire and police stations and construct an earthquake-safe dispatch center, it is necessary for this Council to pass an ordinance ordering the submission of the proposition of incurring bonded indebtedness for such purpose to the qualified voters of the City at an election; and

WHEREAS, a General Municipal Election for the City is to be held on Tuesday, November 3, 2009; and

WHEREAS, the City Council desires to submit to the voters at said election the proposition of incurring bonded indebtedness as hereinafter set forth.

NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF SAN RAFAEL DOES ORDAIN AS FOLLOWS:

SECTION 1. SPECIFICATIONS OF PROPOSITION. That the following proposition shall be submitted to the voters of the City at the General Municipal Election to be held on November 3, 2009:

This Proposition may be known and referred to as the "SAN RAFAEL PUBLIC SAFETY FACILITIES BOND MEASURE" or as "Measure ____". *[designation to be assigned by County Registrar of Voters]*

Finding; Purposes of Bonds. Firefighters, paramedics, and police officers protect the safety of San Rafael residents each day by providing rapid response services. Due to the age and condition of San Rafael's fire stations, police station and emergency dispatch center, it is unclear if they could withstand a major earthquake and remain operational in a disaster.

Aging facilities that were built 50-100 years ago cannot accommodate lifesaving emergency medical equipment and technology. To protect the safety of San Rafael residents and businesses, this bond will provide funding to upgrade, enhance, improve, expand, renovate, build, equip, replace or acquire public safety buildings and related community facilities and grounds in the City of San Rafael.

Special Bond Account and Mandatory Annual Audits. A separate account shall be established into which proceeds of the sale of the Bonds shall be deposited. This account shall be audited annually and a report shall be made detailing (1) the amount of Bond proceeds received and expended in such fiscal year and (2) the status of any projects funded or to be funded from the proceeds of Bonds authorized to be issued by this measure.

No Money For Administrators. Proceeds from the sale of the Bonds authorized by this proposition shall be used only for costs incurred in connection with funding of the improvement of public safety and related community facilities and the cost of the issuance of the Bonds, and not for any other purpose, including staff and administrator salaries and other operating expenses.

Independent Citizens' Oversight Committee. The Council shall establish an independent citizens' oversight committee to ensure Bond proceeds are expended only for the projects authorized by the ballot measure. The committee shall be established within 90 days after the election.

All funds stay local for the benefit of San Rafael Public Safety Facilities. All bond proceeds shall be used to improve police, fire and related facilities within the City of San Rafael for the benefit of the local community. No funds may be taken away by the state government, federal government, or other agencies.

Section 2. **Abbreviation of Proposition.** Pursuant to Section 13247 of the Elections Code, the Council hereby directs the Registrar of Voters to use the following abbreviation of the bond proposition on the ballot:

"To protect the safety of San Rafael residents and maintain rapid emergency response by upgrading/replacing aging police/fire stations and related city facilities to accommodate modern firefighting/lifesaving emergency medical equipment and provide an earthquake-safe dispatch center and police/fire stations so emergency communications and police/fire/paramedic units remain operational in disasters, shall the City of San Rafael issue \$88 million in bonds with independent oversight, no money for administrators and all funds staying local?"	YES	_____
	NO	_____

Section 3. **Voter Pamphlet.** The Registrar of Voters of the County is hereby requested to reprint the full text of the proposition, which is all of that portion of Section 1 hereof appearing in bold-face type, together with the Tax Rate Information (attached hereto as Exhibit A) required by law, in the voter information pamphlet to be distributed to voters pursuant to Section 13307 of the Elections Code. In the event the full text of the proposition is not reprinted in the voter information pamphlet, the Registrar of Voters is hereby requested to print, immediately below the

impartial analysis of the bond proposition, in no less than 10-point boldface type, a legend substantially as follows:

"The above statement is an impartial analysis of Measure _____. If you desire a copy of the measure, please call the San Rafael City Clerk at 415-485-3065 and a copy will be mailed at no cost to you."

SECTION 4. Object and Purposes of Bond. The object and purpose of incurring the indebtedness is to finance the costs of acquiring and constructing public safety facilities and related public facilities and grounds to replace, relocate, upgrade, renovate, or expand existing fire and police stations and construct an earthquake-safe dispatch center. The foregoing improvements are referred to herein as the "Improvements".

SECTION 5. Estimated Costs of Improvements. The estimated cost of the portion of the costs of the Improvements to be paid for from the City's general obligation bonds is Eighty-Eight Million Dollars (\$88,000,000). The estimated cost includes legal and other fees and the cost of printing the bonds and other costs and expenses incidental to or connected with the authorization, issuance and sale of bonds. The cost of constructing the Improvements in excess of \$88,000,000 will be paid for from other funds of the City.

SECTION 6. Amount of Bonds. The amount of the principal of the indebtedness to be incurred is not to exceed Eighty-Eight Million Dollars (\$88,000,000).

SECTION 7. Maximum Rate of Interest on Bonds. The maximum rate of interest to be paid on the indebtedness shall be twelve percent (12%) per annum.

SECTION 8. Election Called. This City Council does hereby call a General Municipal Election on Tuesday, November 3, 2009, and submits to the qualified voters of the City, at said General Municipal Election, the proposition set forth in Section 1 hereof. The City proposes to acquire, construct and complete the Improvements, and to issue and sell General Obligation Bonds of the City pursuant to Article 1, commencing with Section 43600, of Chapter 4 of Division 4 of Title 4 of the California Government Code, in one or more series, in the maximum amount and for the objects and purposes set forth above, if two-thirds of all qualified voters voting on the proposition set forth above vote in favor thereof. The bonds are to be general obligations of the City, payable from and secured by taxes levied and collected in the manner prescribed by laws of the State of California. All of said bonds are to be equally and ratably secured, without priority, by the taxing power of the City.

SECTION 9. Election Procedures. That in all particulars not recited in this Ordinance, the election shall be held and conducted as provided by law for holding municipal elections. That pursuant to the requirements of section 10403 of the Elections Code, the Board of Supervisors (the "Board of Supervisors") of Marin County (the "County") is hereby requested to consent and agree to the consolidation of a General Municipal Election with the Election on Tuesday, November 3, 2009, and said election shall be held in all respects as if there were only one election and only one form of ballot shall be used.

SECTION 10. Marking Ballots. Each voter to vote for the proposition and for the incurring of said indebtedness shall fill in the oval to the left of the word "YES" on the ballot below the proposition heading; and each voter to vote against the proposition and against the incurring of said indebtedness shall fill in the oval to the left of the word "NO" on the ballot below the proposition heading.

SECTION 11. Notice of Election. Notice of the time and place of holding the election is given and the City Clerk is authorized, instructed, and directed to give further or additional notice of the election, in the time, form, and manner required by law.

SECTION 12. Publication of Ordinance. This Ordinance shall be published once a day for at least seven days in a newspaper printed, published and circulated at least six days a week in the City, or once a week for two weeks in a newspaper printed, published and circulated less than six days a week in the City. The first of said publications shall, in either event, be within fifteen (15) days after the adoption of this ordinance. The City Clerk is hereby authorized and directed to make said publications and to transmit, for receipt no later than August 7, 2009, a certified copy of this Ordinance to the Board of Supervisors, and a copy with the County Clerk of the County and the Registrar of Voters of the County.

SECTION 13. Instructions to County Elections Department. The Board of Supervisors is hereby requested to issue instructions to the County Elections Department to take any and all steps necessary for the holding of the said consolidated elections, to provide the following election services and to canvass the results of said election:

- Provide Voter Indexes
- Provide Voter Count by Precinct
- Provide Drayage and Rental of Polling Places
- Provide Printing of Sample and Official Ballots
- Provide Printing of Measures and Arguments
- Appoint and Notify Election Officers
- Mail Sample Ballots and Polling Place Notification
- Provide Precinct Supplies
- Provide Training of Precinct Workers
- Provide Processing of Absentee Ballots
- Provide Central Counting
- Provide Canvass of Votes Cast
- Provide such other services as are necessary to conduct the General Municipal Election

SECTION 14. Accountability Measures. As required by Section 53410 of the Government Code, a statement in substantially the following form shall be included on the ballot for the Bonds, and the City Council covenants to comply with the reporting requirements contained in Section 53411 of the Government Code:

Accountability Measures

As required by Section 53410 of the Government Code, the following accountability measures are hereby made a part of the City's Bond Measure ____ (the "Measure"):

a) The specific purpose of the bonds is to acquire and construct public safety facilities and related public facilities and grounds to replace, relocate, upgrade, renovate, or expand existing fire and police stations and construct an earthquake-safe dispatch center;

b) The proceeds from the sale of the City's bonds will be used only for the purposes specified in the Measure, and not for any other purpose, including staff and administrator salaries and other operating expenses;

c) The proceeds of the Bonds will be deposited into a public safety building construction fund to be held by the City;

d) All Bond proceeds shall be used to improve police, fire and related facilities within the City of San Rafael for the benefit of the local community. No funds may be taken away by the state government, federal government, or other agencies.

e) The City Manager or Finance Director of the City shall file an annual report with the City Council of the City, commencing not later than one year after the first series of the Bonds have been issued, and annually thereafter, which report shall contain pertinent information regarding the amount of funds collected and expended, as well as the status of the projects listed in the Measure.

f) The City Council shall establish an independent citizens' oversight committee to ensure Bond proceeds are expended only for the projects authorized by the Measure. The committee shall be established within 90 days after the election.

SECTION 15. Election Costs. That the City of San Rafael recognizes that additional costs will be incurred by the County by reason of this consolidation and agrees to reimburse the County for any costs.

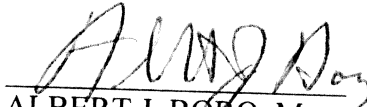
SECTION 16. Form of Ballots. That the ballots to be used at the election shall be in form and content as required by law.

SECTION 17. Preparation of Ballots. That the Board of Supervisors is requested and authorized to have the Marin County Election Department procure and furnish any and all official ballots, notices, printed matter and all supplies, equipment and paraphernalia that may be necessary in order to properly and lawfully conduct the election.

SECTION 18. Polls. That the polls for the election shall be open at 7:00 o'clock a.m. of the day of the election and shall remain open continuously from that time until 8:00 o'clock p.m. of the same day when the polls shall be closed, except as provided in Section 14401 of the Elections Code of the State of California.

SECTION 19. Impartial Analysis. The City Council directs the City Clerk to transmit a copy of the measure to the City Attorney, who shall prepare an impartial analysis of the measure showing the effect of the measure on the existing law and the operation of the measure. The impartial analysis shall be filed by the date set by the City Clerk for the filing of primary arguments.

SECTION 20. Effective Date. This Ordinance shall become effective immediately as an ordinance relating to an election pursuant to Government Code section 36937(a) upon its adoption by two-thirds vote of all the members of this City Council.


ALBERT J. BORO, Mayor

ATTEST:


ESTHER BEIRNE, City Clerk

The foregoing ordinance was read and introduced at a special meeting of the City Council of the City of San Rafael held on the 24th day of July, 2009 and ordered passed to print by the following vote, to wit:

AYES:	Councilmembers:	Brockbank, Connolly, Heller, Miller & Mayor Boro
NOES:	Councilmembers:	None
ABSENT:	Councilmembers:	None

and will come up for adoption as an Ordinance of the City of San Rafael at a Regular Meeting of the Council to be held on the 3rd day of August, 2009.


ESTHER BEIRNE, City Clerk

EXHIBIT A
TAX RATE STATEMENT

An election will be held in the City of San Rafael (the "City") on November 3, 2009, to authorize the sale of not to exceed \$88,000,000 in bonds of the City to finance facilities as described in the ballot measure. If the bonds are approved, the City expects to sell the bonds in three series (but may issue the bonds in more than or fewer than three series). Principal and interest on the bonds will be payable from the proceeds of tax levies made upon the taxable property in the City. The following information is provided in compliance with sections 9400-9404 of the California Elections Code:

1. The best estimate of the tax rate that would be required to be levied to fund this bond issue during the first fiscal year after the sale of the bonds, based on estimated assessed valuations available at the time of filing this statement, is \$16 per \$100,000 of assessed valuation in fiscal year 2010-11.

2. The City's best estimate of the average tax rate that would be required to be levied to fund this bond issue over all of the years the bonds are expected to be outstanding is \$41 per \$100,000 of assessed valuation.

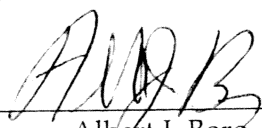
3. The best estimate of the highest tax rate that would be required to be levied to fund this bond issue, based on estimated assessed valuations available at the time of filing this statement, is \$53 per \$100,000 of assessed valuation in fiscal year 2015-16, decreasing each year thereafter.

Voters should note that the estimated tax rates are based on the assessed value of taxable property on the Marin County official tax rolls, not on the market value of property. Property owners should consult their own property tax bills to determine their property's assessed value and any applicable tax exemptions.

Attention of all voters is directed to the fact that the foregoing information is based on the City's projections and estimates only, which is not binding upon the City. The actual tax rates and the years in which they will apply may vary from those presently estimated, due to variations from these estimates in the timing of the sale of the bonds, the amount of bonds sold and market interest rates at the time of the sale, and actual assessed valuations over the term of repayment of the bonds.

The date of sale and the amount of bonds sold at any given time will be determined by the City based on the need for construction funds and other factors. The actual interest rates at which the bonds will be sold will depend on the bond market at the time of each bond sale, among other factors. Actual future assessed valuation will depend on the amount and value of taxable property within the City, as determined by the Marin County Assessor in the annual assessment and the equalization process.

Dated: August 3, 2009



Albert J. Boro
Mayor of the City of San Rafael

CLERK'S CERTIFICATE

I, ESTHER C. BEIRNE, Clerk of the City of San Rafael, and Ex-Officio Clerk of the Council of said City, do hereby certify that the foregoing Charter Ordinance No. 1876 entitled:

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF SAN
RAFAEL CALLING A GENERAL MUNICIPAL ELECTION AND
ORDERING THE SUBMISSION OF A PROPOSITION OF INCURRING
BONDED DEBT FOR THE PURPOSE OF THE ACQUISITION,
CONSTRUCTION AND COMPLETION OF PUBLIC SAFETY
FACILITIES TO THE QUALIFIED VOTERS OF THE CITY OF SAN
RAFAEL AT THE GENERAL MUNICIPAL ELECTION TO BE HELD
ON NOVEMBER 3, 2009**

is a true and correct copy of an Ordinance of said City and was introduced at a REGULAR meeting of the City Council of the City of San Rafael, held on the 24th day of July, 2009, was published as required by City Charter in the MARIN INDEPENDENT JOURNAL, a newspaper published in the City of San Rafael, and passed and adopted as an Ordinance of said City at a REGULAR meeting of the City Council of said City, held on the 3rd day of August, 2009, by the following vote, to wit:

AYES	COUNCILMEMBERS:	Brockbank, Connolly, Heller, Miller & Mayor Boro
NOES:	COUNCILMEMBERS:	None
ABSENT:	COUNCILMEMBERS:	None

WITNESS my hand and the official
seal of the City of San Rafael this
4th day of August, 2009

Esther C. Beirne

ESTHER C. BEIRNE

City Clerk

RESOLUTION NO. 12814

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL ACCEPTING THE FINAL REPORT FROM THE CRITICAL FACILITIES COMMITTEE

WHEREAS, The City Council appointed a Critical Facilities Committee via Resolution No. 12381 on November 19, 2007, and

WHEREAS, the Critical Facilities Committee was established in order to develop strategies for informing and educating the community about the current state of our buildings as well as develop an implementation plan to advance the priorities set by the former Critical Facilities Strategy Committee, and

WHEREAS, the Critical Facilities Committee has met faithfully since November 29, 2007, spending numerous hours understanding the City's finances; explored debt financing, tax solutions and other funding options; engaged with subject matter experts and developed a communication plan in order to inform our residents and businesses about the current state of our essential facilities, and

WHEREAS, the Critical Facilities Committee prepared an Interim Report and presented their work to the community and City Council at a study session on May 5, 2008, and

WHEREAS, the Critical Facilities Committee also prepared a Progress Report in order to codify their accomplishments to date, delineate findings and conclusions and propose a series of recommendations, which was accepted by the City Council on August 4, 2008, and

WHEREAS, the City Council actions of August 4, 2008 extended the initial term of the Critical Facilities Committee until July, 2009, in order for the Committee to fully accomplish their two primary goals as noted above, and

COPY

WHEREAS, the Critical Facilities Committee has conducted, in conjunction with staff and consulting expertise, a feasibility and education effort, along with receiving public opinion polling results regarding city facilities perceptions and needs , and

WHEREAS, the Critical Facilities Committee has deliberated over a series of recommendations, based upon data and other information, in order to prepare a final report to the City Council and fulfill their work as a Committee.

NOW, THEREFORE, IT IS HEREBY RESOLVED that the City Council does hereby:

1. Accept the August 3, 2009 Final Report of the Critical Facilities Committee, a copy of which is attached hereto, and
2. Acknowledge the commitment, knowledge, leadership and community volunteerism of Committee members; their collective efforts resulting in a series of recommendations that lay the groundwork for resolving needed modernization, upgrading and replacement of many of the City of San Rafael's most critical buildings.

I, ESTHER C. BEIRNE, Clerk of the City of San Rafael, hereby certify that the foregoing Resolution was duly and regularly introduced and adopted at a regular meeting of the City Council of said City held on Monday, the 3rd day of August, 2009 by the following vote, to wit:

AYES:	COUNCILMEMBERS:	Brockbank, Connolly, Heller, Miller & Mayor Boro
NOES:	COUNCILMEMBERS:	None
ABSENT:	COUNCILMEMBERS:	None



ESTHER C. BEIRNE, City Clerk

City of San Rafael
Critical Facilities Committee
Final Report
August 3, 2009

Mayor Al Boro and
Members of the San Rafael City Council

History -

On November 19, 2007, you appointed 15 San Rafael citizens to form a new Critical Facilities Committee (CFC) to “develop strategies for informing and educating the community about the current state of our buildings as well as (to) develop an implementation plan to advance the priorities set by the former Critical Facilities Strategy Committee (CFSC).”

The appointed CFC adopted an aggressive work schedule, first meeting on November 29, 2007. We have been meeting roughly twice a month since that date.

To Date We Have:

- Reviewed and discussed the report prepared by the former CFSC.
- Received detailed briefing from Group 4 Architects including updated costs for the options recommended by the former CFSC.
- Received detailed briefings from key staff on the city budget history, as well as current budget structure and condition.
- Received detailed briefings from staff and consultants on financing options and analyzing in particular general obligation bonds and parcel taxes with attention to the need for furnishing and fixtures and a capital replacement reserve.
- Received information from consultants Elliot Levin and Peter Winder regarding public-private partnerships.
- Examined alternative procurement methods such as Design/Build, Public Private Partnerships, and Request for Concept.
- Explored alternative funding opportunities, including MCF and ARRA resources.
- Conducted with assistance from Godbe Research Group and Tramutola LLC a Phase 1 Feasibility Study. The study consisted of public polling in February 2009 that tested citizen awareness of the current condition of public safety, library and community center buildings. Polling also tested citizen support for a general obligation bond in an amount sufficient to pay for needed facility improvements.

- Developed and began implementing a Communication Plan including a published Marin Voice piece, a video presentation, website information, and public tours of facilities aimed at educating our community about San Rafael Critical Facility needs.
- Participated in an education effort to raise voter awareness of facility needs, which included Committee members and other volunteers walking neighborhoods and talking directly to San Rafael voters.
- Reviewed results of polling conducted by Godbe Research Group in June 2009 to assess the effectiveness of the education efforts, Communication Plan and potential voter support for a tax to fund facility upgrades and future capital replacement needs.

Our Findings and Conclusions:

- A. Due to the age of City buildings and the changes in City services and needs over time, the City's facilities are functionally obsolete, seismically unsafe and do not comply with a wide variety of building codes.
- B. We find that no funds presently exist to undertake a capital project of the scope needed, and that voter approved funding must be obtained.
- C. With the addition of the Library to the scope of projects, we developed a prioritization for facility renovation, expansion or replacement:
 - 1.) Public Safety Building – Police, Fire, EOC, plus needed City Hall seismic upgrading, reuse of vacated Police space and provision of required additional parking
 - 2.) Fire Station # 2 / Training Facility
 - 3.) Downtown Library
 - 4.) Fire Stations #4, #5 & #7
 - 5.) Fire Station #6
 - 6.) Terra Linda Community Center
 - 7.) "B" Street Community Center
- D. Based upon a recent education effort and July 2009 polling results we conclude that:
 - a. Voter misconceptions about the condition of City facilities will continue to be a hurdle and require ongoing educational and awareness efforts.
 - b. Education efforts have been successful in increasing voter awareness of the actual conditions of the City's buildings.
 - c. Although public support for a tax measure to upgrade or replace the Downtown Main Library is insufficient to warrant proceeding with a ballot measure at this time, the Downtown Library expansion and improvements should remain a priority.
 - d. Public support for a public safety facilities general obligation bond measure has a greater chance of success than would a parcel tax.

- E. We conclude that a capital replacement reserve fund is needed to ensure the facilities remain functional and code compliant over their useful lives.
- F. We conclude that the education effort undertaken in 2009 did create sufficient public support to upgrade the public safety buildings in order to place a ballot measure before the voters in November, 2009.
- G. We conclude that the education effort undertaken in 2009 did not create sufficient public support to upgrade the Downtown Library in order to place a ballot measure before the voters in November, 2009.
- H. We conclude that the education effort undertaken in 2009 did not create sufficient public support to upgrade the San Rafael and Terra Linda Community Centers in order to place a ballot measure before the voters in November, 2009.

Recommendations:

We recommend the San Rafael City Council:

1. Put before the voters, in November, 2009, a ballot measure authorizing the City to issue up to \$89 million in general obligation bonds, and impose a tax sufficient to upgrade, renovate and replace public safety buildings. The general obligation bonds should include sufficient funds to allow for the long term planning and design of core downtown City facilities.
2. Pursue financing for the upgrade, renovation or expansion of the downtown main library after securing the required financing for the public safety buildings listed in our prioritization above.
3. Defer action on the replacement or renovation of the community center buildings until a later date and after securing the required financing for the public safety and downtown library buildings.
4. Adopt as a formal policy for the creation, maintenance, and regular funding of the capital replacement reserve for the facilities described above in this report.
5. In response to opportunities or unanticipated challenges, retain the flexibility to implement solutions for all of these facilities even when not in the order of our prioritization. By way of example, the Committee has supported the City's efforts to work with the County of Marin on a combined Fire Station No. 7/Emergency Operations Facility solution at the Civic Center. Refer to our letter included as part of this report.
6. Not be precluded from considering relocation of these facilities if conditions warrant.
7. Pursue all available avenues for private, or public, agency grants, partnerships or other sources of money to augment the funding raised through any tax measure.
8. Include a provision for the appointment of a Citizen's Oversight Committee in any ballot measures to be put before the San Rafael voters.

Attachments:

- Communication Plan
- August 2008 Progress Report
- Letter Regarding Station 7 & County EOF

Respectfully Submitted,



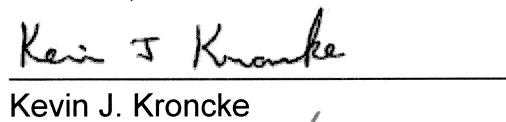
Mark Lubarnersky (Chair)



Phil Abey



Gladys O. Gilliland



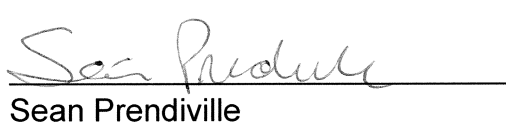
Kevin J. Kroncke



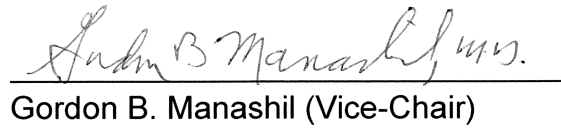
Larry Luckham



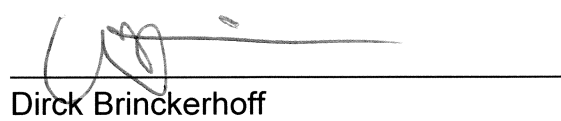
Karen Nielsen



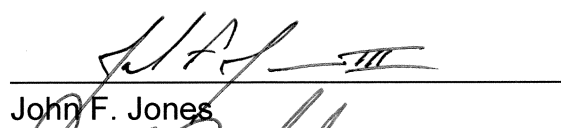
Sean Prendiville



Gordon B. Manashil (Vice-Chair)



Dirck Brinckerhoff



John F. Jones



Jeffrey S. Schoppert



Roger Smith



Stephen M. Patterson

City of San Rafael
Critical Facilities Committee
March 24, 2009

Mayor Al Boro and
Members of the San Rafael City Council

On November 19, 2007 you appointed 15 San Rafael citizens to form a new Critical Facilities Committee (CFC) to “develop strategies for informing and educating the community about the current state of our buildings as well as (to) develop an implementation plan to advance the priorities set by the former Critical Facilities Strategy Committee (CFSC).”

The CFSC’s final report to you on April 18, 2005 included a recommendation to expand, seismically reinforce and modernize, or to outright replace, Fire Station 7 located at the Marin County Civic Center.

On January 13, 2009 the Marin County Board of Supervisors took action to move ahead with a plan to build a new Emergency Operations Facility (EOF) next to the present location of Station 7. The approved plan includes an option for San Rafael to participate by having a replacement for Station 7 included as a part of the new EOF.

The Critical Facilities Committee has been briefed on the requirements which San Rafael will need to meet, including funding, in order to have a new Fire Station 7 included in the county plans for their new EOF.

We believe very strongly that participating with Marin County by having a new fire station included in the county project is the best possible scenario for San Rafael to be able to replace Station 7, at the lowest cost to our taxpayers, and at the earliest possible date.


We recommend that you take all measures necessary to have San Rafael included in the Marin County OEF plan.

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Respectfully Submitted,



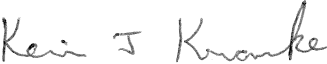
Mark Lubamersky, Chair



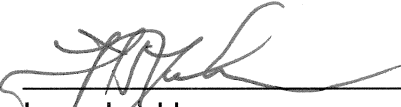
Phil Abey



Gladys C. Gilliland



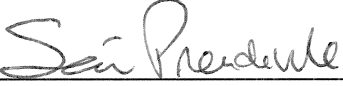
Kevin J. Kroncke



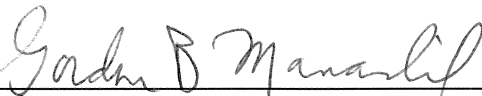
Larry Luckham



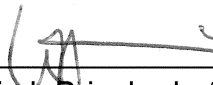
Karen Nielsen



Sean Prendiville



Gordon B. Manashil (Vice-Chair)



Dirck Brinckerhoff



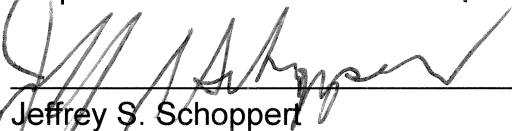
John F. Jones



Roger Smith



Stephen M. Patterson



Jeffrey S. Schoppert

City of San Rafael
Critical Facilities Committee

Progress Report
August 4, 2008

**City of San Rafael
Critical Facilities Committee**

**Progress Report
August 4, 2008**

**Mayor Al Boro and
Members of the San Rafael City Council**

History -

On November 19, 2007 you appointed 15 San Rafael citizens to form a new Critical Facilities Committee (CFC) to "develop strategies for informing and educating the community about the current state of our buildings as well as (to) develop an implementation plan to advance the priorities set by the former Critical Facilities Strategy Committee (CFSC)."

The appointed CFC adopted an aggressive work schedule, first meeting on November 29, 2007. We have been meeting roughly twice a month since that date.

To Date We Have:

- Reviewed and discussed the report prepared by the former CFSC.
- Received detailed briefings from key staff on the city budget history, as well as current budget structure and condition.
- Received detailed briefings from staff and consultants on financing and revenue options including General Obligation and Special Tax bonds, library tax, certificates of participation, and other tax measures.
- Received detailed briefing from Group 4 Architects including updated costs for the options recommended by the former CFSC.
- Received detailed briefings from Godbe Research Group and Tramutola LLC Team on public polling as well as tax campaign issues and strategies.
- Toured the new Marin City Public Safety building and the new City of Alameda Library.
- Toured San Rafael Public Library, Police Department and downtown Fire Station.
- Received information from consultant Elliot Levin regarding public-private partnerships.
- Discussed and analyzed all of the information presented.
- Developed a Communications Plan for Educating Our Community about San Rafael Critical Facilities.

Some of Our Findings and Conclusions:

1. We concur with the scope of projects identified by the former CFSC, but conclude that replacing the Library should be added.
2. With the addition of the Library to the scope of projects, we developed a tentative prioritization, pending completion of community education efforts and future polling:
 - 1.) New Public Safety Building – Police, Fire, EOC, Administration
 - 2.) City Hall renovation & additional parking
 - 3.) New Fire Station # 2 / Training Facility
 - 4.) New Library
 - 5.) Renovation of Fire Stations #4, #5 & #7
 - 6.) Add decontamination facility & minor renovations Fire Station #6
 - 7.) New Terra Linda Community Center
 - 8.) Renovation of "B" Street Community Center
3. From previous surveys, and anecdotal evidence, we conclude that there is common misperception among our citizenry that the City's buildings are in satisfactory or good condition. The community must be educated regarding the need and we have developed a draft communications plan to assist in securing the resources necessary to educate the public.
4. We determine that additional resources are needed in order to fully develop a strategy for public education and information gathering, including targeted polling to determine the voting public's understanding of the present condition of our critical facilities and of the need for replacement or upgrade and to measure the public's willingness to support a measure to accomplish a program of replacement and upgrade.
5. We conclude that campaign strategy professionals are needed to develop a detailed public education program and materials.
6. We conclude that lack of a capital replacement fund for buildings and underfunding of regular maintenance have contributed to the deterioration of our facilities and created the need for a large scale capital replacement program.
7. We find that no funds presently exist to undertake a capital project of the scope needed, and that funding sources including Public Private Partnerships, and/or tax options must be developed.
8. Your original charter to this committee asked for a final report by July 7, 2008. Although we have accomplished much, we find that there are still tasks to be completed to achieve the goals you set for this committee.

We Recommend:

- 1. We recommend that you extend the life of this committee 12 additional months with a final report due to you July 2009.**
- 2. We recommend that the City contract for targeted polling to determine the voting public's understanding of the present condition of our critical facilities, and of the need for replacement or upgrade, and, to measure the public's willingness to support a measure to accomplish a program of replacement and upgrade.**
- 3. We recommend that the City retain professionals with expertise in campaign strategy as soon as possible to develop informational materials to educate the public to the need for replacement and upgrade of our public buildings.**
- 4. We recommend that the City begin to develop a public education program as soon as possible, utilizing community volunteers, civic leaders, community groups, and business interests as both audience and educators.**
- 5. We recommend that the City pursue all available avenues for private/public partnerships, with a focus on the areas where there is greatest likelihood of success.**
- 6. We recommend that the City create a capital replacement reserve account, and that that account be regularly funded so that money will be available to meet the future needs for buildings and their components as replacement is needed.**
- 7. We recommend that a date certain be set to place a measure before the voters, and that date should be no later than November, 2009.**

Activities Planned:


- o Three members of the committee, and Chief Gray, are scheduled to attend a conference on Public Private Partnerships on July 18.**
- o Refine a recommendation for funding the capital financing needed.**
- o Refine a recommendation for a public education program in consultation with campaign strategy experts.**
- o Refine a recommendation for phasing of projects as needed.**
- o Prepare and deliver a Final Report.**

Attachments

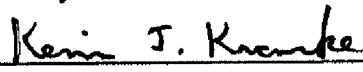
- o Draft Communications Plan**
- o Interim Report**
- o Previous Critical Facilities Strategy Committee Final Report**


Respectfully Submitted,

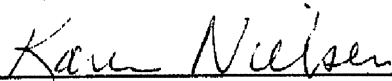

Mark Lubamersky, Chair



Phil Abey



Gladys C. Gilliland

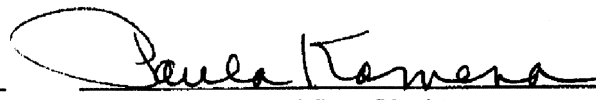

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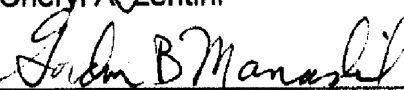

Roger Smith


Paula Kamena (Vice-Chair)


Dirck Brinckerhoff


John F. Jones


Cheryl A. Lentini


Gordon B. Manashil


Stephen M. Patterson


Jeffrey S. Schoppert

CITY OF SAN RAFAEL
COMMUNICATIONS PLAN FOR EDUCATING OUR COMMUNITY ABOUT
SAN RAFAEL CRITICAL FACILITIES

FINAL REPORT – JULY 17, 2008

SECTION	DESCRIPTION	CFC Member Suggestions/Ideas
Introduction	Summarize the assignment before you. Note this section is often written last. Following sections should be written in order listed.	From the City Council CFC appointing staff report of November 19, 2007: <ul style="list-style-type: none"> <i>The task of the Committee is to educate and inform the community about the current condition and needs for improving our essential service buildings.</i>
Mission/Goal	Mission statement is visionary and long term. Goal is a statement regarding the project being discussed now –what do you want to accomplish?	<p>Mission: The mission of the San Rafael Critical Facilities Committee is to educate the community as to the current status of our critical public facilities.</p> <p>Goal: The goal is to develop community support through education for the financial contributions needed to pay for the required infrastructure.</p>
Situation Analysis	Short statement regarding why this plan is being written. Explain the problem and the need to generate understanding and support for solving the problem.	<p>Problem:</p> <ul style="list-style-type: none"> The San Rafael community is unaware of the dire state of our police and fire facilities and how the deficiencies impact the effectiveness and safety of our police and fire personnel. The public also seems unaware of the role that our community centers would play in a disaster situation and therefore also unaware of the heightened need for their upgrade. The deficiencies in our facilities are not readily apparent, and therefore difficult to communicate. Though the public may be aware that the library is old and perhaps too small, there also does not seem to be sufficient understanding of the real impact that this has on the services the library could provide if it were adequately sized in a more modern facility. The magnitude of the capital program will require additional public funds.

SECTION	DESCRIPTION	CFC Member Suggestions/Ideas
Research	Include formal and informal research completed: surveys, interviews, tours, outreach, etc.	<p>The CFC has:</p> <ul style="list-style-type: none"> • Reviewed January 2007 polling data - (A summary of facility related results are included at the end of this Plan document). • Received overview of City's finances from staff. • Reviewed prior Critical Facilities Strategy Committee report and recommendations. • Toured the San Rafael Police Station, Fire Station No. 1 and the Downtown Library • Toured Alameda Library and Southern Marin Public Safety Building. • Received updated report from Group 4 on cost estimates for all facilities under consideration. • Received presentation and information regarding public opinion polling (Godbe Research) and education/campaign strategies (Sidewalk Strategies). • Received presentation from Elliot Levin regarding fundraising, donors, public private partnerships (PPP's) and outside funding. • Received information regarding tax and debt financing options from Craig Hill from Northcross, Hill and Ach, public agency financial advisors.
Challenges & Opportunities	<p>What have you got going for you in this effort? Who has credibility? Who are allies? What perceptions currently exist?</p> <p>What are the hurdles? Will there be debate? Opposition?</p>	<p>Opportunities:</p> <ul style="list-style-type: none"> • <u>Educated populace</u>: voters have the sophistication to understand the current situation and how improved facilities can enhance the quality of life in our community. • <u>Patriotism</u> – voters care about their community and want to be involved in the decisions. • <u>Credibility</u>: Voters like and trust (relatively) in their community and its leaders. • <u>Affluence</u> – voters can afford to pay higher taxes • <u>Assistance</u> - Organized community groups exist that will assist in the education process. • <u>Need</u> – The need is real and easily demonstrated. • <u>Public Safety</u>: Is a “hot button” and voters tend to be very supportive of maintaining these services.

SECTION	DESCRIPTION	CFC Member Suggestions/Ideas
		<p>Challenges/Hurdles:</p> <ul style="list-style-type: none"> • <u>Education</u>: Voters need to be educated as to the needs. • <u>Energy</u>: Motivating a campaign to raise taxes is tough • <u>Taxes</u>: People in Marin are begin heavily taxed for a number of services already (or in the future) • <u>Future Taxes</u> – what is at play at local, State and Federal level. • <u>Recession</u>: The economy appears to be causing people to spend less over the next 12 to 18 months. • <u>Skepticism</u>: People do not trust government in general and the use of tax dollars in particular. Will the money be well used?
City Objectives	Explain measurable ways to know if the City goal is being met. Typically stated from a City Council perspective.	<ul style="list-style-type: none"> • Updated Citizen Satisfaction Survey in 2009 will demonstrate changes in voter perception and support of facility needs. • Education efforts and additional facility polling through June 2009 could lead to results that necessitate placing a tax/facility initiative on a future election. • More – TBD with expertise
Communication Objectives	Measurable, specific ways to know if the communication goals are being met. Typically use verbs such as “increase” or “improve” (e.g., increase awareness by X percent). These are not the “means” but the “ends”.	<ul style="list-style-type: none"> • Critical Facilities defined as police, fire, library and community centers. • Increase the community’s understanding (beyond last poll) of the true condition of City facilities, the consequences of not taking action, and financing options of replacing, repairing, or renovating them. (This is right out of 2007 Godbe poll). Must be supported with data and numbers. • Through polling, validate sufficient taxpayer support threshold (say 65%) in order to consider placing a ballot measure on future election. • Increase (beyond last poll) community awareness of each of the critical facilities’ role in the community – emergency services role.

SECTION	DESCRIPTION	CFC Member Suggestions/Ideas
Audiences	Specifically who do you need to reach to be successful? Create subsets of “citizens” or “public” such as community leaders, users of specific facilities, frequent voters, potential funders, etc. Prioritize who you need to reach.	<ul style="list-style-type: none"> • Most likely voters in the November 2009 election (per voter records) • Influential people and organizations that would influence voters • Potential donors • Civic leaders • Press/media • People willing to publicly advocate and work on a campaign • Facility users • Possible opponents
Messages	What should your audience know after reading a flyer or hearing a presentation? What do you want them to retain? In other words, what would you tell your target audience if you had 10 seconds in an elevator with them? Note that a message is not the same as a slogan.	<ul style="list-style-type: none"> • Existing facilities are inadequate and limit the ability to provide services. • Modernizing facilities is crucial for continuing to provide and improve high quality City services and to retain and attract high quality employees. • Services don’t occur without the proper facilities to support the work expected from emergency services personnel.
Strategies	No more than three or four statements regarding the overall game plan. Typically use words such as “develop” or “establish”. Consider in the game plan the timing of your information vs other current events, whether to invite the media, what alliances you have or could establish, etc.	<ul style="list-style-type: none"> • Implement an educational plan • Develop a timeline of critical milestones. • Manage our resources for polling and other surveying mechanisms. • Involve staff expertise throughout the course of these strategies and education plan implementation.

SECTION	DESCRIPTION	CFC Member Suggestions/Ideas
Tactics	Activities to undertake. Important to prioritize based on resources and impact on specific audience. Examples: Outreach/Presentations to community leaders, Media Relations such as tours with editorial board, Websites, Special Events, Materials such as brochures and mailers (targeted to audience).	<p><i>The tactics noted below may be used differently based upon the audiences listed and messages noted above:</i></p> <ul style="list-style-type: none"> • Invite media and other key ‘audiences’ noted above to tour our facilities. • Utilize various media initiatives to convey our need, message and goal. <ul style="list-style-type: none"> ○ Internally – Snapshot, Focus ○ Externally – cultivate stories for local press ○ Electronic –e-mail brochures • Phone and door-to-door • Bus stops • Invite citizens to tour during Farmer Market, Car Days and other events that are taking place downtown. • Develop mailing pieces – targeted to unique audiences • Develop talking points and power point presentations and set up speaking engagements by staff, civic and community members to community groups • Establish information on City’s website. • Consider video clips/production involving staff and key stakeholders. • City booth at events such as the Marin County Fair, staffed by emergency personnel
Evaluation	Re-conduct research to measure if you met objectives of the plan.	<ul style="list-style-type: none"> • Additional voter polling noted above. • TBD

SECTION	DESCRIPTION	CFC Member Suggestions/Ideas
Schedule	Detail what will happen, by when and by whom. Also, what will the reporting mechanism be to City Council?	<ul style="list-style-type: none"> • Critical dates: <ul style="list-style-type: none"> • November 7, 2009 – election day <ul style="list-style-type: none"> ○ July 6, 2009 – Adoption of ordinance and ballot language ○ July 20, 2009 – City Attorney’s Impartial Analysis ○ August 7, 2009 – last day to submit Ballot Language and related documents to County Elections office • Critical Steps <ul style="list-style-type: none"> ○ Completion of final CFC report to City Council – July 2009 ○ Determination of CFC by City Council - continuation as Education Committee or? – August 2008 ○ Approval of action plan – September 2008; Communication/Education Plan implemented; includes working with consultants to assist with education efforts and do some further polling. Need to get consultant agreements in place.
Budget	Identify time as well as money needed for the plan.	<ul style="list-style-type: none"> • City staff (City Manager’s office plus staff who use/operate critical facilities) would devote time over 2008-09 year toward education and information efforts. • Strong coordinated volunteer effort needed. • Estimated cost of \$50,000 to \$100,000 for strategists, polling and education materials.



MEMORANDUM

July 27, 2009

TO: Ken Nordhoff, City Manager, City of San Rafael
FROM: Bryan Godbe, President, Godbe Research
Amelia Davidson, Senior Research Manager, Godbe Research
RE: Summary of the Revenue Measure Feasibility Survey

A statistically valid and representative survey was conducted to assess support for a bond measure to upgrade and replace aging police and fire stations.

The City of San Rafael commissioned Godbe Research to conduct a telephone survey to assess potential voter support for a revenue measure to upgrade and replace aging police and fire stations. Interviews were conducted from June 25 through July 1, 2009. A total of 600 voters who reside in San Rafael participated in the survey, and the study parameters resulted in a margin of error of plus or minus 5.6 percent. The sample of voters is representative of voter characteristics in the City of San Rafael in terms of gender, age, and political party type.

The survey results indicate potential voter support for a bond measure, and suggest that the City of San Rafael move forward with placing a measure on the ballot this November.

The survey revealed that police, fire, and emergency medical services are high priorities to San Rafael voters. When asked to rate the importance of local issues, more than 4 out of 5 voters indicated that maintaining police, fire, and emergency medical services is extremely or very important. More than 3 out of 5 voters reported that it is extremely or very important to ensure that San Rafael is prepared for an earthquake and other disasters. Further, these two issues were the most important of the issues tested in the survey.

Overall, the survey results indicate potential voter support for an \$85 million dollar bond measure to upgrade or replace aging police and fire stations in San Rafael. More specifically, 66 percent of the voters indicated support for the measure, only 26 percent expressed opposition, and the remaining 8 percent were undecided. Given these findings, Godbe Research recommends that the measure be placed before San Rafael voters in the November 2009 election.

Regarding the funding that the measure would provide for upgrading and replacing critical police and fire facilities, voters most support the following:

- *Upgrade fire stations to accommodate modern fire-fighting and life-saving emergency medical equipment (74 percent favorable voter response);*
- *Provide a modern and earthquake safe emergency dispatch center to ensure communications between police, fire, and paramedics remain operational in a disaster (72 percent favorable voter response);*
- *Upgrade police and fire stations to current seismic safety standards so they will withstand an earthquake and remain operational (71 percent favorable voter response);*
- *Upgrade police and fire stations to ensure rapid emergency response times (68 percent favorable voter response); and*
- *Build a modern, combined public safety facility to replace the aging, undersized, and unsafe downtown fire station, police station, and emergency dispatch center (61 percent favorable voter response).*

The following details and benefits of the measure resonated the most with voters:

- *All the money raised by the measure will be used for city facility improvements. Not a penny will go toward administrative salaries;*
- *Every penny from the measure must stay in San Rafael. No funds can be taken away by the state or other cities;*
- *The emergency dispatch center does not meet modern seismic safety standards. If an earthquake damages this building, it would severely delay responses to calls for police, fire, and emergency medical services;*
- *The police station and many fire stations have water damage, cracked and deteriorating foundations, and electrical systems that do not meet current building safety codes; and*
- *Many San Rafael fire stations do not meet modern seismic safety standards. In an earthquake, fire engines, paramedic units, and life-saving equipment and personnel could be trapped and unable to respond.*

Godbe Research, a California Department of Transportation (Caltrans) certified woman owned business (WBE) and state registered small business, was founded in January of 1990. The firm is a full-service public opinion research agency that offers its clients extensive experience in public opinion research for community satisfaction, community needs assessments, public education and outreach strategies, strategic and general planning efforts, ballot measure feasibility, and public sector marketing efforts. Our offices in San Mateo (Northern California), Newport Beach (Southern California), and Bellevue (Seattle) house a staff of highly trained and experienced researchers (all Master's or Ph.D. level) who are committed to providing superior quality research and client services. For more information, please visit our website at www.godberesearch.com.

Approval of Contract/Agreements/Ordinances/Resolutions

SRCC Agenda Item No. 10

Date of Meeting:
8-3-2009

From: Ken Nordhoff, City Manager

Date: 7/27/2009

Originating Department: CITY MANAGER

Title of document:

**CONSIDERATION, SECOND READING AND ADOPTION OF ORDINANCE CALLING A
GENERAL MUNICIPAL ELECTION AND ORDERING THE SUBMISSION OF A
PROPOSITION OF INCURRING BONDED DEBT FOR THE PURPOSE OF THE
ACQUISITION, CONSTRUCTION AND COMPLETION OF PUBLIC SAFETY
FACILITIES TO THE QUALIFIED VOTERS OF THE CITY OF SAN RAFAEL AT THE
GENERAL MUNICIPAL ELECTION TO BE HELD ON NOVEMBER 3, 2009**

**RESOLUTION ACCEPTING THE FINAL REPORT FROM THE CRITICAL FACILITIES
COMMITTEE**

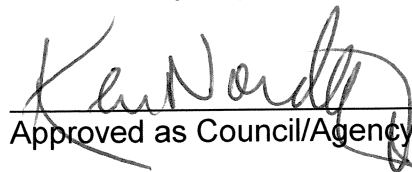

Department Head Signature

RECEIVED

JUL 28 2009

CITY ATTORNEY

Reviewed by City Manager

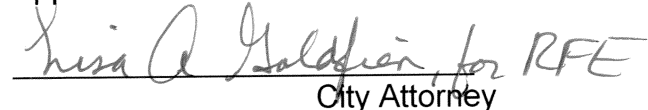


Approved as Council/Agency Agenda Item

Not Approved

To: City Clerk Staff

Approved as to form


City Attorney

Remarks

Send to Federation, Coalition, CFC members, Chamber, BID, Builders Association, Fire
and Police Union Presidents, Bill Madison at Jones Hall

