TOWN OF
SAN ANSELMO
EST. 1907

In the Council Chambers at 525 San Anselmo Avenue, San Anselmo, CA 94960

Town Council
Agenda

Tuesday, May 23, 2023 **6:15 PM**

Meeting held In-Person and via Zoom:

https://us02web.zoom.us/j/83913343756
Or Telephone: +1 669 900 6833 | Webinar ID: 839 1334 3756

How to Submit Comments Before the Meeting: Members of the public are encouraged to submit email correspondence to towncouncil@ townofsananselmo.org before the meeting begins.

How to Participate During the Meeting: Members of the public will have the option to speak during the meeting through the Zoom application by using their phone or an electronic device.

For PC, Mac, or smart phone, Use Raise hand function when public comment for an item is requested. It is a button that is located at the top or bottom of your screen, based on your computer

For landline phones, raise hand to be recognized with *9

A. Call to Order in the Council Chambers at Town Hall- 525 San Anselmo Avenue, San Anselmo CA 94960 - 6:15 PM

B. Mayor Burdo announces that item B.1 will be discussed in Closed Session.

B.1. Closed Session Held Pursuant to Conference with Legal Counsel – Existing Litigation - Government Code section 54956.9(a) Name of Case: Mark Swanson v. Testate and Intestate Successors to Lilian I. Davidson et al. (Marin County Superior Court Case No. CIV 2202271) Quiet Title Action.

C. PUBLIC COMMENT on Closed Session Items.

D. Adjourn to Closed Session.

Interviews for Economic Development Committee - 6:30PM

Three (3) Interviews by Time and Name:
6:30 PM- Ryan Olson- Economic Development Committee- Application no Resume

6:40 PM - Ginny Svigals - Economic Development Committee- Application w/Resume
6:50 PM - Michael Fine - Economic Development Committee- Application no Resume

Call to Order in the Council Chambers at Town Hall. Optional Pledge of Allegiance: The Mayor or a designated Council member will recite the Pledge of Allegiance for members of the Council and the public who wish to join in the recitation - 7:00 PM

Open time for public expression.

The public is welcome to address the Council at this time on matters not on the agenda that are within the jurisdiction of the Council. Please be advised that pursuant to Government Code Section 54954.2, 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 three minutes and should be respectful to the community.

Council requests for future agenda items.

Council committee liaison reports, questions and comments to staff; staff miscellaneous items.

Special Presentation.

Mayor's Proclamation Recognizing Steven Pringle.

1. Consent Agenda:

The opportunity for public comment on consent agenda items will occur prior to Council discussion of the consent agenda. The Council may approve the entire consent agenda with one action. In the alternative, items on the consent agenda may be removed by any Council or staff member, for separate discussion and vote.

1.1 Approval of the Draft Minutes of the Special Town Council Meeting of May 5, 2023.
Staff Report
Attachment 1- Draft Minutes of May 5, 2023

1.2 Approval of the Draft Minutes of the Regular Town Council Meeting of May 9, 2023.
Staff Report
Attachment 1- Draft Minutes of May 9, 2023

1.3 Award of Construction Contract for the 2023 Street Rehabilitation Project
Staff Report
Attachment 1 - 2023 Street Rehabilitation Map

1.4 Award of Construction Contract for the 2023 Slurry Seal Project
Staff Report
Map of Slurry Seal streets

1.5 Senate Bill 1 (SB1) Gas Tax Funding Project List
Staff Report
Attachment 1 - Resolution

1.6 Authorize the Town Manager to sign the amendment to the 1996 Revised Hazardous and Solid Waste Joint Powers Agreement County of Marin ("Zero Waste Marin")
Staff Report
Attachment 1
Attachment 2
Attachment 3
Attachment 4

1.7 Consider Adopting a Resolution Declaring June 2023 LGBTQ Pride Month and Directing Staff to Fly the Rainbow Flag Throughout the Month of June at Town Hall
Staff Report
Attachment 1- Draft Resolution

1.8 Consideration of Special Event Application -San Anselmo Arts Commission's Beatles in the Park Fundraiser 2023
Staff Report
Attachment 1- Event Application

1.9 Approve Resolution to Authorize the Mayor to Execute the Renewal of the Community Development Block Grant Cooperation Agreement.
Staff Report
Attachment 1- Draft Resolution
Attachment 2- 1st Amendment to the Cooperation Agreement 2023
Attachment 3- Notification Letter to City Managers
Attachment 4- May 26, 2020 Executed Cooperation Agreement

1.10 Adoption of 2023-24 and 2024-25 Measure J Expenditure Plan
Staff Report

1.11 Final Approval of 2023-2025 Work Plan Priorities
Staff Report
Attachment 1- Work Plan Priorities 2023-25 by Department
Attachment 2- Work Plan Priorities 2023-25 by Category

1.12 Adopt a Resolution to Redefine the Framework for the Town's Climate Action Commission
Staff Report
Attachment 1- Draft Resolution

1.13 Approve revisions to the Section 8, Policies, Programs, and Action, of the Draft Housing Element and authorize staff to work with the Housing Element Advisory Committee to prepare nonpolicy related revisions to the Draft Housing Element and to submit the revised Draft Housing Element to the California Department of Housing and Community Development (HCD). The Draft Housing Element and direction to the staff to submit to the HCD for review is statutorily exempt from the California Environmental Quality Act (CEQA) pursuant to the CEQA Guidelines Section 15378 as it does not constitute a "project".
Staff Report
Attachment 1- HCD Comment Letter
Attachment 2- Special Joint Planning Commission and HEAC Meeting Presentation- May 15, 2023

Attachment 3- Chapter 8 - Policies, Programs, and Actions- Updated

1.14 Revenue and Expenditure Reports, April 2023
Staff Report
Attachment 1 - Budget Comparison Report - San Anselmo, CA_Sub Category
Attachment 2 - Budget Comparison Report - San Anselmo, CA_ by Department

1.15 Proclamation of the Town of San Anselmo Declaring the First Friday in June, June 2, 2023, to be National Gun Violence.
Staff Report
Attachment 1- Proclamation

2. Public Hearing:

In general, the following procedural order applies to public hearing items:
•Disclosure of Ex Parte communications (Appeals)
•Staff Presentation
•Town Council Questions
•Applicant/Appellant Presentations – 10 minutes per "team" (Appeals)
•PUBLIC COMMENT – limited to 3 minutes/person
•Appellant/Applicant rebuttals – 5 minutes per "team" (Appeals)
•Town Council discussion/action

2.1 Introduction and first reading of Amendments to the San Anselmo Municipal Code adding Chapter 21 "Affordable Housing" to Title 10 "Planning and Zoning", which amendment would establish an inclusionary housing program and an affordable housing fund, adoption of a resolution recommending Town Council adoption of implementing regulations regarding inclusionary affordable housing requirements and program regulations, and adoption of a resolution recommending Town Council adoption of in-lieu affordable housing fees and commercial/non-residential linkage fees. The Ordinance would apply town wide. The proposed ordinance is not subject to the provisions of the California Environmental Quality Act (CEQA) pursuant to Section 15061(b)(3) of the CEQA Guidelines.
Staff Report
Attachment 1- Ordinance
Attachment 2- Draft Council Resolution- Affordable Housing Requirements and Program Regulations
Attachment 3- Draft Council Resolution- Commercial Linkage Fees
Attachment 4- Planning Commission Resolution No. 2023-08
Attachment 5- Inclusionary Program and In-Lieu Fee Study prepared by Strategic Economics and Vernazza Wolfe Associates dated February 10, 2023
Attachment 6- Commercial Linkage Study prepared by Strategic Economics and Vernazza Wolfe Associates dated February 18, 2023
Presentation

3. Council Business Items:

In general, the following procedural order applies to items of business:
•Presentation
•Town Council questions
•PUBLIC COMMENT – limited to 3 minutes/person

•Town Council discussion/action

3.1 Consider the Implementation of the Town of San Anselmo Prescribed Grazing Program. The Town finds the prescribed and targeted grazing program (Program) to be categorically exempt from the requirement for the preparation of environmental documents under the California Environmental Quality Act (CEQA) under CEQA Guidelines Section 15304, Class 4, for minor alterations to land, and Section 15301, Class 1, for Existing Facilities.
Staff Report
Attachment 1
Attachment 2
Attachment 3

3.2
Resilience Hub Feasibility Study Presentation. The Council's discussion of this item is not a "project" under the California Environmental Quality Act, because it does not involve an activity which has the potential to cause a direct or reasonably foreseeable indirect physical change in the environment (Cal. Pub. Res. Code § 21065).

Staff Report
Attachment 1 - Resilience Hub Feasibility Study Presentation
Attachment 2 - Resilience Hub Feasibility Study Report

3.3 Consider the appointment of (3) three applicants to the Economic Development Committee. The proposed decision is exempt from the California Environmental Quality Act (CEQA), under the "common sense" exemption, because it can be seen with certainty that there is no possibility that the activity in question may have a significant negative effect on the environment. (Cal. Code Regs. tit. 14, § 15061).
Staff Report
Attachment 1- Ryan Olson- Application no Resume
Attachment 2- Ginny Svigals - Application w/Resume
Attachment 3- Michael Fine - Application no Resume

Adjourn

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact Town Staff at email savila@townofsananselmo.org. Notification at least 48 hours prior to the meeting will enable the Town to make reasonable accommodation to help insure accessibility to this meeting.

Any writings or documents provided to a majority of the Town Council regarding any item on this agenda after the distribution of the original packet will be made available for public inspection at the public counter at Town Hall located at 525 San Anselmo Avenue.

Notice is hereby given that Council may discuss and/or take action on any or all of the items listed on this agenda. If any of these matters above are challenged in court, you may be limited to raising only those issues you or someone else raised at any public hearing described on this agenda, or in written correspondence delivered at, or prior to, this Council meeting. Judicial review of an administrative decision of the Town Council must be filed with the Court not later than the 90th day following the date of the Council's decision (Code of Civil Procedure Section 1094.6) Any item not under discussion before 10:00 p.m. may be continued to the next regular meeting. Next regular meeting is June 13, 2023.

Administration Department
Town Hall, main floor
525 San Anselmo Avenue
San Anselmo, CA 94960
(415) 258-4691

Town Council
Steve Burdo, Mayor
Eileen Burke, Vice Mayor
Brian Colbert, Councilmember
Alexis Fineman, Councilmember
Tarrell Kullaway, Councilmember

Staff
David Donery, Town Manager
Linda Kenton, Assistant Town Manager / Town Librarian
Megan Holt Acevedo, Town Attorney
Serge Avila, Town Clerk
Heidi Scoble, Planning Director
Sean Condry, Public Works Director
Dannielle Mauk, Community Services Director
Mike Norton, Chief of Police
Jason Weber, Fire Chief

DECLARATION OF POSTING
This Notice is posted in accordance with Government Code §54954.2(a) or §54956. Members of the public can view electronic agendas and staff reports by accessing the Town of San Anselmo website. Under penalty of perjury, this Agenda was posted to the public at least 72 hours prior to the meeting.

Print

Boards, Committees and Commissions Application - Submission #1883

Date Submitted: 5/17/2023

TOWN OF SAN ANSELMO

APPLICATION FOR APPOINTMENT TO A SAN ANSELMO BOARD/COMMISSION/COMMITTEE

To: San Anselmo Town Council

Date*

5/17/23

I wish to apply for an appointment to a term/balance*

Economic Development Committee

Name*

Ryan Olson

Home Address*

200 Bolinas Rd Apt 37 / Fairfax, CA 94930

Occupation*

General Manager

Employer's Address

510 San Anselmo Ave

Home Phone*

4155169747

Work Phone

Cell Phone

4155169747

E-Mail*

r.michael.olson@gmail.com

Number of years as resident of San Anselmo*

.5

Number of years as a resident in Marin*

1

Education Level Achieved*

College/University Degree (Major)

Name and phone numbers of three San Anselmo residents who can be contacted for referral information about me:

1.) Name*

Donna Seymour

1.) Phone*

4153781435

2.) Name*

Georgianna Barker

2.) Phone*

6282378035

3.) Name*

awaiting permission

3.) Phone*

will provide if interviewed

I would be able to regularly attend the meetings of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I would be available to attend additional meetings when they are necessary.*

- (●) YES
- ( ) NO

I am familiar with the responsibilities and functions of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I have attended meetings of the Board/Commission/Committee as a member of the public.*

- ( ) YES
- (●) NO

List briefly, previous experience serving the public office, and/or civic commissions,boards, or committees.*

The closest experience I have to serving on a civic commission is managing a polling location in the 2008 election cycle in San Francisco. In the private sector, I represented union workers on the Operations Safety Board at UPS in South San Francisco in 2003.

Reasons for this appointment.*

I help run day to day operations at a local institution where many of our neighbors frequently gather.

What are your qualifications for this appointment.*

I have 15 years of business management experience, including 2 years as a business owner of Phlox Commons Kitchen and Draught House (what a name) in San Francisco.

Briefly, what do you consider to be the most important, one or two current issues facing this Board/Commission/Committee? *

We are seeing a fresh wave of entrepreneurs on the Avenue, bringing a broader range of services and products to San Anselmo that cater to a more diverse clientele. A vibrant commercial district strengthens community and helps keeps the town relevant. We need to find ways to make it easier for would-be small business owners to set up shop and succeed in San Anselmo.

I understand that I and all other applicants will be personally interviewed by the Town Council as part of the selection process for this appointment. I also understand that my application material will be a public document and available on the Town's website. Sensitive materials that you don't wish to be posted on the website should not be included with the application.*

- (●) YES
- ( ) NO

Other Boards/Commissions/Committees on which you would be interested in serving if not appointed to this seat?*

Open Space Committee

You may attach personal resumes or other information which you believe would be helpful to the Council in its selection process.

Choose File No file chosen

Thank you for your interest in serving the Town of San Anselmo and its citizens. For further information, please contact the Town Clerk, at townclerk@townofsananselmo.org or 415-258-4660.

Print

Boards, Committees and Commissions Application - Submission #1873

Date Submitted: 5/9/2023

TOWN OF SAN ANSELMO

APPLICATION FOR APPOINTMENT TO A SAN ANSELMO BOARD/COMMISSION/COMMITTEE

To: San Anselmo Town Council

Date*

05/09/2023

I wish to apply for an appointment to a term/balance*

Economic Development Committee

Name*

Ginny Svigals

Home Address*

419 Redwood Road

Occupation*

Registered Nurse and XCore Pilates instructor

Employer's Address

21 San Anselmo Avenue, San Anselmo CA 94960

Home Phone*

919770594

Work Phone

Cell Phone

9197706954

E-Mail*

ginnysvigals@gmail.com

Number of years as resident of San Anselmo*

1

Number of years as a resident in Marin*

1

Education Level Achieved*

Graduate Degree (Major)

Name and phone numbers of three San Anselmo residents who can be contacted for referral information about me:

1.) Name*

Romee Ham

1.) Phone*

650-863-9442

2.) Name*

Maren Bean

2.) Phone*

650-504-1377

3.) Name*

Lisa McLaughlin

3.) Phone*

415-640-8788

I would be able to regularly attend the meetings of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I would be available to attend additional meetings when they are necessary.*

- (●) YES
- ( ) NO

I am familiar with the responsibilities and functions of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I have attended meetings of the Board/Commission/Committee as a member of the public.*

- ( ) YES
- (●) NO

List briefly, previous experience serving the public office, and/or civic commissions,boards, or committees.*

Although
I have yet to hold a public office seat, my entire professional life has been dedicated to serving the public and collaborating with multidisciplinary teams to lead programs and support the public good. I have served my community directly through patient care in the hospital and schools as a registered nurse, I have collaborated across teams on public health programs in the SFUSD school system, and I have experience leading committees for school-wide health and sitting on nursing leadership boards. I have created and led programs focusing on teen sexual health, school-wide public health, COVID-19 safety, and contact tracing management. I have a master's degree in Global Health that focused on research and program development and I understand the importance of an evidence-based approach.

Reasons for this appointment.*

My
primary intention for applying to the economic development committee is that I want to invest in my community! My husband and I moved to San Anselmo last year and plan to grow our family here, we want to see our social community grow here, and we want to invest in the shops, restaurants, and community spaces that are at the heart of this town! I want to see San Anselmo thrive! As a 37 yr old woman, I think I bring a unique perspective to the economic development opportunities of San Anselmo. I want to be a part of its vision, growth, and investment strategies and I want to have a voice in the future of my town. My grandfather, father, and uncle were mayors and civic leaders of my hometown in North Carolina and I know the importance of getting involved and volunteering your energy to public service. This type of committee is where real change happens. I see myself as a natural leader and a great collaborator who genuinely wants to be a part of San Anselmo's growth and success.

What are your qualifications for this appointment.*

I
have a Master's Degree in Science, I have experience gathering and disseminating evidence-based research, I have a history of public service, I have experience creating and leading public programs, and I have a background in social justice work with a focus on racial equity. I own a home in San Anselmo, I work in San Anselmo, I plan to send my children to school in San Anselmo, and I spend my money in San Anselmo.

Briefly, what do you consider to be the most important, one or two current issues facing this Board/Commission/Committee?*

I
think the two most important issues facing this committee are attracting desired business and reimagining and reactivating the vacant storefronts. Understanding what gaps we are missing in local business opportunities and how to enhance the offerings of current restaurants and shops. Encouraging more visual art over vacant windows and using 'pop-ups' in vacant spaces to research and identify what our community is most attracted to and needs.

I understand that I and all other applicants will be personally interviewed by the Town Council as part of the selection

process for this appointment. I also understand that my application material will be a public document and available on the Town's website. Sensitive materials that you don't wish to be posted on the website should not be included with the application.*

- (●) YES
- ( ) NO

Other Boards/Commissions/Committees on which you would be interested in serving if not appointed to this seat?*

None

You may attach personal resumes or other information which you believe would be helpful to the Council in its selection process.

2023 Ginny Svigals Resume.pdf

Thank you for your interest in serving the Town of San Anselmo and its citizens. For further information, please contact the Town Clerk, at townclerk@townofsananselmo.org or 415-258-4660.

GINNY SVIGALS

919 770 6954 | ginnysvigals@gmail.com

PROFILE

A highly skilled and experienced Registered Nurse with Primary, Critical Care, Public Health, and health education experience. Passionate about improving reproductive health equity through education, relationship building, and providing access to high quality health care. Interested in shifting my career focus back to direct patient care. Eager to work directly within my community and impact the lives of people along their reproductive health journeys.

HIGHLIGHTS

- Advanced experience delivering clinical care, performing assessments, and creating individual care plans
- Experienced health educator for women and teens across the primary and sexual health spectrum
- Skilled in program/project design, public speaking, and creating health\wellness promotional content
- Excell at managing multiple tasks, working independently, organization, and collaborating across complex teams
- Confident in ability to learn new skills, take initiative, and know when to ask for help
- Outstanding communication skills and a history of building warm, strong relationships with clients/patients.
- Focused on creating an upliftingt, energetic, and collaborative work environment for both patients and collegues.

EDUCATION

University of California San Francisco | Global Health Institute

- *Master of Science: Global Health | 2017 – 2018*

East Carolina University

- *Bachelor of Science: Nursing | 2004 - 2009*

PROFESSIONAL EXPERIENCE

SFUSD School District Registered Nurse | 2019-2022

John O'Connell High School

- Primary health care provider and health educator for 120 Staff and 600 Students
- Provided first aid and emergency management, alongside facilitating emergency support staff training
- Created, managed, and documented all Individual Care Plans
- Experience with program design and project management through community health outreach, school body engagement, small group sessions, and collaborative opportunities for outside community health workers.
- Created virtual student facing content for health awareness and wellness education topics.
- Extensive experience building relationships to creat trust, ensure understanding, and solve problems.

University of California San Francisco | Master of Science in Global Health | 2017-2018

Graduate Thesis: *Estimating the Prevalence and Risks Associated of Chlamydia Trachomatis Sexually Transmitted Infections Among Females in Suva, Fiji*

- Developed and managed a women's reproductive health quantitative research study, as well as piloted a novel rapid diagnostic device for Chlamydia trachomatis diagnosis.
- Designed strategies for data collection, managed teams of volunteers, and organized on-site training
- Completed the studies formal analysis, methodology, and project administration.
- Experience with public speaking and dissemination of results, data, and program layouts.

Registered Nurse

Adult Healthcare, Intensive Care Unit (ICU), Interventional Radiology | 2009 - 2015

The Medical University of South Carolina | Charleston, SC

- Employeed in Adult Medical ICU, Surgical and Neurological Trauma ICU, Emergency Room, Interventional Radiology
- Trained in delivery of conscious sedation
- Created patient care plans individually and through team collaboration for patient care plans
- Extensive experience with health assessments, patient education, procedure followup, and documentation via EMR

Madaktari Africa | Tanzania | 2009-2011

Nursing Lead and Coordinator

- Served on nonprofit program team designing fundamental CPR skill training program for hospital staff, sustainable solutions through protocol management, and facilitating health provider training.

PUBLICATIONS

Svigals, V., Blair, A., Dean, D. (2020). "*Hyperendemic Chlamydia trachomatis sexually transmitted infections among females represent a high burden of asymptomatic disease and health disparity among Pacific Islanders in Fiji*". PLoS Negl Trop Dis.

LICENSURE/SKILLS

- Active RN License through the State of California Board of Nursing (licensure number upon request)
- ACLS/BLS Certified
- Proficient in Google Suite, MS Office, Adobe Acrobat, ScientificWriting
- Experience using Electronic Medical Records, R code, DocuSign

Print

Boards, Committees and Commissions Application - Submission #1866

Date Submitted: 5/1/2023

TOWN OF SAN ANSELMO

APPLICATION FOR APPOINTMENT TO A SAN ANSELMO BOARD/COMMISSION/COMMITTEE

To: San Anselmo Town Council

Date*

5/1/2023

I wish to apply for an appointment to a term/balance*

Economic Development Committee

Name*

Michael Fine

Home Address*

55 Belmont Avenue, Fairfax CA 94930

Occupation*

co-owner/CEO bathroom accessories business

Employer's Address

243 sir francis drake blvd. san anselmo, ca 94960

Home Phone*

9174595339

Work Phone

Cell Phone

917 459 5339

E-Mail*

finemichael@gmail.com

Number of years as resident of San Anselmo*

i live in fairfax but have a business located in san anselmo

Number of years as a resident in Marin*

1

Education Level Achieved*

College/University Degree (Major)

Name and phone numbers of three San Anselmo residents who can be contacted for referral information about me:

1.) Name*

Scot Tatelman

1.) Phone*

508 966 3543

2.) Name*

Chris Capobianco

2.) Phone*

415 300 5371

3.) Name*

Stacey Spielman

3.) Phone*

516 316 8407

I would be able to regularly attend the meetings of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I would be available to attend additional meetings when they are necessary.*

- (●) YES
- ( ) NO

I am familiar with the responsibilities and functions of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I have attended meetings of the Board/Commission/Committee as a member of the public.*

- ( ) YES
- (●) NO

List briefly, previous experience serving the public office, and/or civic commissions,boards, or committees.*

i have not worked in this capacity yet.

Reasons for this appointment.*

i am a business owner in the town and would like to offer some fresh, design minded ideas to live in a great community.

What are your qualifications for this appointment.*

i
am the CEO of a design minded and environmentally responsible business
in the town. i have lived in major cities and small towns. i understand
the value of servicing all ages and different interests. i think i can
offer a fresh prospective.

Briefly, what do you consider to be the most important, one or two current issues facing this Board/Commission/Committee?*

keeping
stores from being vacant while offering people something that makes
sense. i think we need to do focus groups/events and genuinely find out
what people want. from there, we need to find a happy medium.

I understand that I and all other applicants will be personally interviewed by the Town Council as part of the selection process for this appointment. I also understand that my application material will be a public document and available on the Town's website. Sensitive materials that you don't wish to be posted on the website should not be included with the application.*

- (●) YES
- ( ) NO

Other Boards/Commissions/Committees on which you would be interested in serving if not appointed to this seat?*

None

You may attach personal resumes or other information which you believe would be helpful to the Council in its selection process.

Thank you for your interest in serving the Town of San Anselmo and its citizens. For further information, please contact the Town Clerk, at townclerk@townofsananselmo.org or 415-258-4660.

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 1.1

MEETING DATE: May 23, 2023

AGENDA TITLE: Approval of the Draft Minutes of the Special Town Council Meeting of May 5, 2023

FROM: Serge Avila, Chief Town Clerk

RECOMMENDATION: For Council to consider the approval of the Draft Minutes of the Special Town Council meeting of May 5, 2023.

ATTACHMENT:

Attachment 1- May 5, 2023 Draft Minutes

San Anselmo Council Minutes
Special Meeting
Town Council Chambers
Friday, May 8, 2023
9:00 AM

1. Introductions, Welcome and Overview of the Day.

COUNCILMEMBERS PRESENT: Steve Burdo, Mayor
Eileen Burke, Vice Mayor
Brian Colbert
Alexis Fineman
Tarrell Kullaway

STAFF MEMBERS PRESENT: Dave Donery, Town Manager
Megan H. Acevedo, Assistant Town Attorney
Heidi Scoble, Planning Director
Sean Condry, Public Works Director
Serge Avila, Town Clerk
Linda Kenton, Assistant Town Manager
Dannielle Mauk, Recreation Director
Hamid Khalili, Central Marin Police Captain
Dan Mahoney, RVFD Battalion Chief

Dave Donery, Town Manager, opened the meeting and announced that Mayor Burdo will be arriving a few minutes late.

Mayor Burdo arrived at 9:08 AM.

2. Brief Review of Departmental Accomplishments

Dave Donery, Town Manager and Linda Kenton, Assistant Town Manager / Town Librarian provided a review of Departmental Accomplishments.

3. Group Exercise

Linda Kenton, Assistant Town Manager / Town Librarian lead a group exercise Town Council and staff participated in the group exercise.

4. Review of the proposed FY 2023-2025 Town Work Plan and Provide Direction to Staff

Dave Donery, Town Manager, provided a Power Point Presentation regarding the proposed FY 2023-2025 Town Work Plan and Council was able to provide direction to staff.

6.Review of the proposed FY 2023-2025 Measure J Expenditure Plan and Provide Direction to Staff

Jeff Zuba, Finance and Administration Services Director, presented the report and a Power Point Presentation slide was used. Sean Condry, Public Works Director, and Dave Donery, Town Manager, also presented and were available to answer questions and provide comments. The Town Council provided comments and recommendations to staff.

5. Break for Lunch

The Council and staff took a thirty-five-minute lunch break. Councilmember Burke left due to work commitments.

Councilmember Kullaway, Colbert, Fineman, Mayor Burdo and staff reconvened in the Council Chambers at 12:55 PM. to continue item 6. Review of the proposed FY 2023-2025 Measure J Expenditure Plan and Provide Direction to Staff.

The Town Council had questions and provided comments and recommendations to staff.

7. Open time for Public Expression

There was no public comment.

8. Adjourn

Being no further business to conduct the special meeting was adjourned at 1:55 PM.

Respectfully submitted,
Serge Avila,
Chief Town Clerk

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 1.2

MEETING DATE: May 23, 2023

AGENDA TITLE: Approval of the Draft Minutes of the Regular Town Council Meeting of May 9, 2023

FROM: Serge Avila, Chief Town Clerk

RECOMMENDATION: For Council to consider the approval of the Draft Minutes of the Regular Town Council meeting of May 9, 2023.

ATTACHMENT:

Attachment 1- May 9, 2023 Draft Minutes

San Anselmo Council Minutes
Regular Meeting
Town Council Chambers and via teleconference
Tuesday, May 9, 2023

Interviews for the Flood Committee- 6:30 p.m.

The Council interviewed Kathy Schaefer, Gerhard Epke, and Vlad Lojica.

Call to Order: Optional Pledge of Allegiance

COUNCILMEMBERS PRESENT: Steve Burdo, Mayor
Eileen Burke, Vice Mayor
Brian Colbert
Alexis Fineman
Tarrell Kullaway

STAFF MEMBERS PRESENT: Dave Donery, Town Manager
Megan Acevedo, Town Attorney
Sean Condry, Public Works Director
Tom Batista, Engineer/Project Coordinator
Serge Avila, Town Clerk

Open Time for Public Expression

There were no comments.

Council requests for future agenda items; Committee liaison reports; questions and comments to staff; miscellaneous items

Vice Mayor Burke reported she did not have any meetings the last couple of weeks; she wanted the following placed on an upcoming agenda: A discussion about parking and Neighborhood Permits in the downtown residential areas. Public Works Director Condry stated that was a good idea but there should be separate discussions.

Councilmember Colbert reported he received several requests from residents about a Proclamation declaring the first Friday in June as National Gun Violence Awareness Day; he attended the Transportation Authority of Marin (TAM) meeting; a Safe Routes to Schools program review; there is a BPAC meeting scheduled for May 16th; attended an EDC meeting this morning; May 18th is Bike to Work Day; there will be a First Responder EV Webinar on June 27th; he talked about the Marin Countywide EV Acceleration Strategy; SR 37 will be closed from Saturday, May 20th at 3:00 a.m. to Sunday, May 21st at 11:00 a.m.; he attended Skate Fest at Memorial Park; was a judge at the 39th Annual Margie Burke Speech Tournament (6th, 7th and 8th graders); attended the “Night of the Poets” event at the Library.

Councilmember Fineman reported she attended the Special Meeting of the Climate Action Commission; the Council Retreat; she would like to form a subcommittee regarding guidelines and recommendations for the Active Transportation Fund. Town Attorney Acevedo stated the Mayor could appoint an ad hoc subcommittee tonight or in the future.

Councilmember Kullaway reported she attended the Climate Action Commission meeting.

Mayor Burdo reported he attended Skate Fest and gave a shout-out to the Recreation Department staff; the Ross Valley Fire Board will be meeting tomorrow night; the Flood Zone 9 meeting scheduled for Thursday night has been cancelled and not yet rescheduled; supported the Proclamation mentioned by Councilmember Colbert; received a letter from the League of California Cities urging the State Legislature to take action on fentanyl.

1. Consent Agenda

1.1 Approve the Draft Minutes of the Town Council Meeting- April 25, 2023

1.2 Update on Continuing Emergency Related to the Redwood Road Landslide and Emergency Repair of Roadway

1.3 Adopted Resolution No. 4486 Establishing a Quorum Rule for Town Council-Created Boards, Commissions, and Committees

1.4 Adopted Ordinance No. 1177 an Amendment to the San Anselmo Municipal Code adding Chapter 9 “Gate Safeguards” to Title 9 “Building Regulations”.

1.5 Town of San Anselmo 2023/2024 Tax Rates for Municipal Services Tax (Adopted Resolution No.4487), Pension Override Tax (Adopted Resolution No. 4488), Measure G Debt Service Tax (Adopted Resolution No. 4489), Special Library Services Tax, and Ross Valley Paramedic Authority Tax (Adopted Resolution No. 4490).

1.6 Approved of Resolution No.4491 Setting a Statement of Investment Policy for Fiscal Year 2023/24.

1.7 Report of Warrants Issued- April 2023.

1.8 CMPA National Night Out 2023- Community Event Application.

1.9 Consideration of The Farm Stand to Continue to Operate on the Town Hall Plaza.

1.10 Climate Action Update.

Mayor Burdo opened the meeting to public comments

There were no comments.

Mayor Burdo closed the meeting to public comments.

Councilmember Kullaway wanted to pull item #1.1 for discussion.

M/s, Burke/Fineman, Motion to approve Consent Calendar items #1.2 through #1.10.
AYES: Colbert, Fineman, Kullaway, Vice Mayor Burke, Mayor Burdo

1.1 Approve the Draft Minutes of the Town Council Meeting- April 25, 2023

Councilmember Kullaway made a correction to the April 25, 2023 minutes.

M/s, Burke/Colbert, Motion to approve Consent Calendar item #1.1 as amended.
AYES: Colbert, Fineman, Kullaway, Vice Mayor Burke, Mayor Burdo

Council Business Items

2.1 Consider Amendments to the Rules Governing the Use of Town Parks to Address the Use of E-Bikes. This item is not considered a "project" under CEQA pursuant to California Public Resources Code Section 21065

Town Manager Donery presented the staff report. Staff answered questions about how long it would take and how much it would cost to add an additional path on the east side for bikes; if the "sunrise and sundown" rule includes the paths; off-limits areas for regular bikes; if an e-bike can be walked in areas where other bikes are allowed to be walked; how will they know if a bike is motorized; are they trying to protect the community against teenage behaviors or the speed of bikes; if the Town has an inclusive access plan; if the rules cover the small parks; the cost to use decomposed granite to expand the pathway.

Mayor Burdo opened the meeting to public comments.

Mr. Mike Lucerio, Chair of the Parks and Recreation Commission, discussed the role of the Commission and noted safety is their highest priority. The Commission discussed the issue of ebikes in Memorial Park and received testimony that they create a safety issue. The Commission voted unanimously to oppose the staff recommendation that ebikes be permitted on the pathway from the Log Cabin to Sunny Hills Drive. They recommend that bikes be walked on pathways and that staff research the re-introduction of ebikes into the park.

Darcy stated things have gotten better but there is still room for improvement. She is concerned about opening up that pathway between the Log Cabin and Safeway.

Ms. Whitney Glassberg, Melville Avenue, stated the Parks and Recreation Commissions' recommendation to walk bikes in the park is appropriate.

Mayor Burdo closed the meeting to public comments.

Councilmember Fineman stated she would rather take the approach of using as fine a brush as possible and providing Enforcement Officers the tools for effective enforcement and ticketing when there is unsafe behavior. She supports the staff recommendation to reopen that section to electric mobility devices, a 10 MPH speed limit throughout the park, posting radar signs on the multi-use path, and opening up all the pathways to pedestrians at all hours..

Vice Mayor Burke stated the problem was more than just speed since ebikes are heavier than a regular bike. Posting a sign is not going to convince anyone to limit their speed. Safety should be the ultimate goal. The path on the east side will not stop being a thoroughfare. She supports a separate path, requiring that people walk ebikes until a separate path is created, and the Commission recommendation that all bikes be walked in the park at this time.

Councilmember Kullaway was concerned about walking ebikes because they are heavier. They do not want to slow people down since ebikes can be a quicker mode of transportation than cars. She supported the staff recommendations and agreed they should codify the after-hours walking through the pathway issue.

Councilmember Colbert stated this will be an ongoing conversation and they will not come up with a solution tonight. Ebikes are a different "beast" and they should focus on turning existing infrastructure into 21st Century's multi-modality He supported opening up the path from the Log Cabin to Red Hill. He thanked the Parks and Recreation Commission for being great stewards of the park.

Mayor Burdo stated safety is first and foremost. Ebikes are here to stay and need to be embraced but jamming bikes and pedestrians on an existing path is not a good idea. He supported creating a separate path which would result in speed being less of an issue.

Councilmember Fineman was concerned about undertaking a project at a big expense and finding out that people continue to pose safety hazards. This needs to be addressed. She discussed other areas that have more urgent infrastructure needs.

M/s, Kullaway/Colbert, Motion to accept the staff recommendation with the language proposed by Nate Kitterick and request that this issue come back to the Council for review, Resolution No. 4492 was adopted.
AYES: Colbert, Fineman, Kullaway
NOES: Vice Mayor Burke, Mayor Burdo

2.2 Approve the Town of San Anselmo Stairs, Lanes, and Trails Program and Authorize One-Time Funding for Trail Improvements and Allocate Annual Maintenance Funding
This item is categorically exempt from CEQA pursuant to Code Section 15301

Engineer Batista presented the staff report and a PowerPoint presentation. Staff answered questions from the Council regarding whether staff has a sense of the maintenance cost; the extent of encroachment of fences and how that will be addressed.

Mr. Brian Crawford, member of the Open Space Committee, stated he has worked on this project for a number of years as a member of a subcommittee. The Town is in danger of losing these stairs, lanes, and trails (SLT) from overgrown vegetation, homeowners building fences across the trails, etc. He discussed the many virtues of these SLTs including serving as evacuation routes. The final goal is to produce a map.

Mr. Jonathon Braun, Co-Chair of the Open Space Committee, talked about the extent of work done on these SLTs over the years.

Mayor Burdo opened the meeting to public comments.

Mr. Stanley Radtke, Co-Chair of the Open Space Committee, stated they have invested a lot of time and energy and have the “buy-in” from other committees in Town. He supported the proposal.

Mayor Burdo closed the meeting to public comments.

M/s, Burke/Fineman, Motion to Approve the Town of San Anselmo Stairs, Lanes, and Trails Program and Authorize One-Time Funding of $66,000 for Trail Improvements and to discuss the Annual Maintenance Funding in the future.
AYES: Colbert, Fineman, Kullaway, Vice Mayor Burke, Mayor Burdo

2.3 Approval of Town Hall Roof and HVAC Replacement Project
This item is categorically exempt from CEQA pursuant to Code Section 15301

Project Coordinator, Bautista, presented the staff report, Public Works Director Condry was also available to answer questions from the Council regarding whether the system would include the Council Chambers.

Mayor Burdo opened the meeting to public comments.

There were no comments.

Mayor Burdo closed the meeting to public comments.

M/s, Burke/Kullaway, Motion to approve the Town Hall Roof and HVAC Replacement Project and authorize staff to advertise with construction bids.
AYES: Colbert, Fineman, Kullaway, Vice Mayor Burke, Mayor Burdo

2.4 That the Town Council consider options related to the interview and appointment processes for Town Boards, Committees, and Commissions and provide direction to staff This item is not considered a "project" under CEQA pursuant to California Public Resources Code Section 21065

Town Clerk Avila presented the staff report. There were no questions from the Council.

Mayor Burdo opened the meeting to public comments.

There were no comments.

Mayor Burdo closed the meeting to public comments.

Councilmember Colbert stated he did not see the need for the Council to interview incumbents if there are no vacancies. The process should be more efficient and done on a quarterly basis.

Vice Mayor Burke agreed that incumbents do not need to be interviewed if there are no vacancies. She supported Option 2- interview before one, and not both, of the monthly meetings. Seats could remain unfilled if it is done quarterly.

Councilmember Fineman agreed with the idea of quarterly interviews and not interviewing incumbents.

Councilmember Kullaway agreed with not interviewing incumbents.

Mayor Burdo agreed with not interviewing incumbents and supported the quarterly option. Appointments to the Planning Commission should be done as soon as possible.

M/s, Colbert/Fineman, Motion to cease interviewing incumbents when there are no additional candidates and that the Council hold quarterly interviews during a Special Meeting which shall start no earlier than 6:00 p.m. before a Regular Council Meeting. It will be left to staff's discretion to schedule additional interviews with the consent of Council.
AYES: Colbert, Fineman, Kullaway, Vice Mayor Burke, Mayor Burdo

2.5 Consider the reappointment of three (3) incumbent to the Flood Committee This is exempt from environmental review under CEQA per California Public Resources Code 15061

Mayor Burdo opened the meeting to public comments.

There were no comments.

Mayor Burdo closed the meeting to public comments.

M/s, Burke/Fineman, Motion to reappoint Kathy Schaefer, Gerhard Epke, and Vlad Lojica. to the Flood Committee.

AYES: Colbert, Fineman, Kullaway, Vice Mayor Burke, Mayor Burdo

M/s, Burke/Fineman, Motion to adjourn the meeting at 9:12 p.m.

Respectfully submitted,

Toni DeFrancis,
Recording Secretary

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 1.3

MEETING DATE: May 23, 2023

AGENDA TITLE: Award of Construction Contract for the 2023 Street Rehabilitation Project

FROM: Department of Public Works

RECOMMENDATION: That the Town Council authorize the Town Manager to award the construction contract to the lowest responsible bidder.

SUMMARY

The Town Council approved the 2023 Street Rehabilitation Project at the March 28, 2023 meeting, and authorized staff to bid the project. The project includes paving the following street segments:

Jordan Avenue from Cottage Avenue to Southview Terrace
Amberwood Lane from Jordan Avenue to end
Hildale Drive from Carolina Avenue to Longview Avenue
Longview Avenue from Longview Avenue to Hilldale Drive
Ancho Vista Avenue from Red Hill Avenue to Sequoia Drive
Park Way from Ancho Vista Avenue to 55 Park Way
Essex Avenue from Red Hill Avenue to end
Crescent Road from Raymond Avenue to Woodland Avenue
San Anselmo Avenue from Sir Francis Drake Boulevard to Morningside Drive
Morningside Drive from Meadowcroft Drive to Broadmoor Avenue
Tomahawk Drive from 99' north of Indian Rock Road to end
Palazzi Court from Ash Avenue to end

DISCUSSION/ANALYSIS

Staff advertised the project for construction, with a bid opening on May 11, 2023. Four bids were received that were all determined to be responsive. The Engineer's Estimate was $1,000,000.

Bidder	Bid Amount
Ghilotti Bros., Inc.	$1,038,788
Ghilotti Construction, Inc.	$1,057,079

Team Ghilotti, Inc.	$1,067,141
Maggiora & Ghilotti, Inc.	$1,171,171

The bid from Ghilotti Bros., Inc was the lowest responsible bid.

Construction should start in July. With 30 working days, it is expected that construction would be completed by September.

Work will be done during daytime working hours, with one lane of traffic in each direction open at all times. There may be some short duration road closures during the grinding and paving operations. Staff will coordinate with property owners and businesses to minimize impacts from the work.

FISCAL IMPACT

The lowest responsible bid was 3.8% above the Engineer's Estimate.

The project includes lowering/raising utility covers that will be reimbursed by the various utility companies ($58,300). The project also includes sidewalk/curb and gutter/tree work on Crescent Road that will be paid for by adjacent property owners ($118,300). The project also includes paving on a non-Town maintained section of Ancho Vista Avenue that will be paid for by the fronting property owners.

Lowest Bid	$ 1,038,788
Utility work	<$ 58,300>
Concrete work	<$ 118,300>
Ancho Vista paving	<$ 29,864>
Town portion	$ 832,324
Construction contingency	$ 85,000
Construction management	$ 40,000
Total	$ 957,324

The total budget for the construction phase of the project (construction plus construction management and contingency) is estimated to be $957,324 and will be included in the Town's 2023/2024 Budget and Work Plan, using funding from the Road Maintenance Fund, TAM Measure AA funds ($305,328), SB1 funds ($315,826) and Measure D and Measure J funds.

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

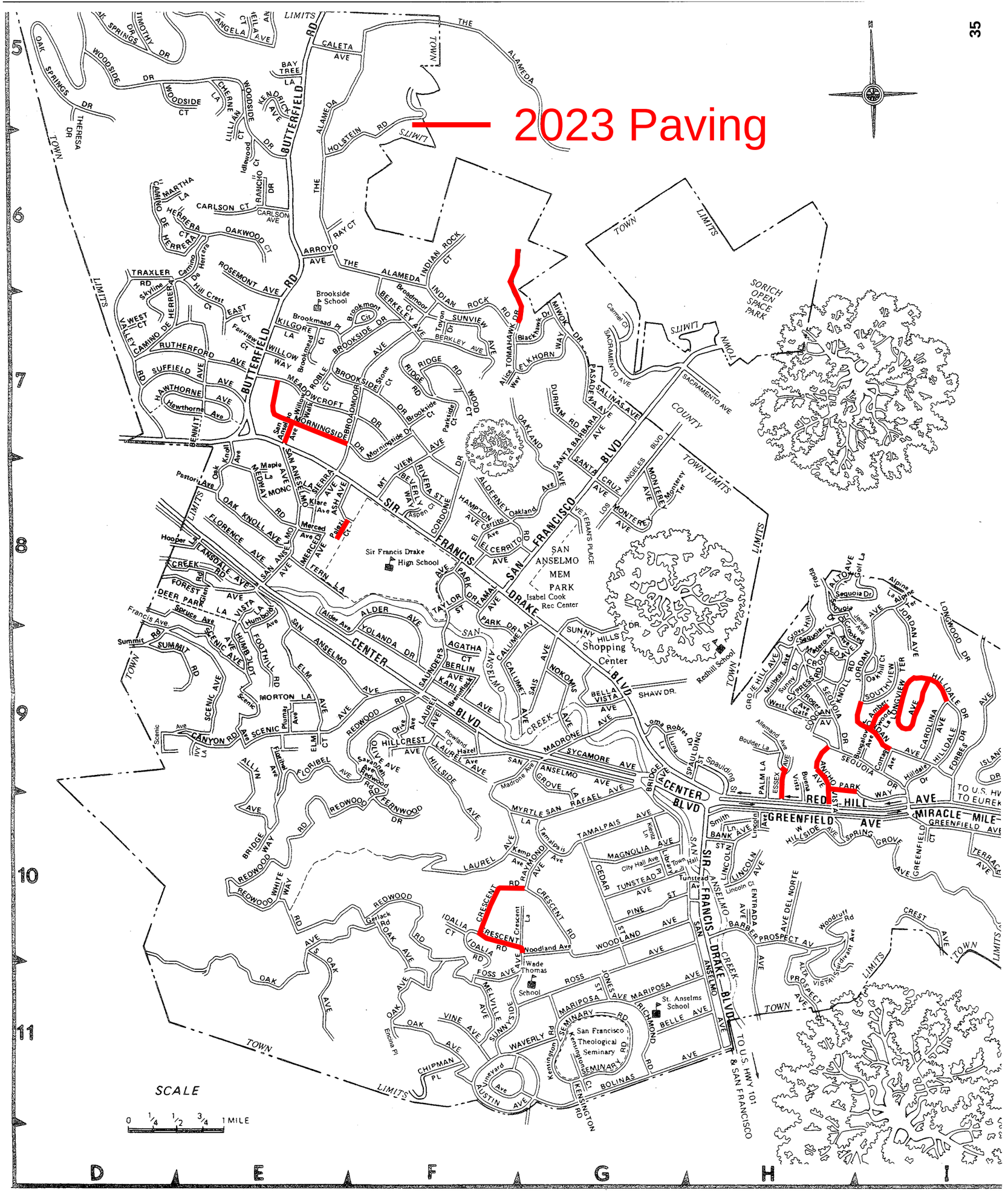
The Town finds this project to be categorically exempt from the requirement for the preparation of environmental documents under the California Environmental Quality Act (CEQA) under CEQA Guidelines Section 15301 Class 1, because it involves maintenance of existing streets, will not create additional automobile lanes and involves negligible or no expansion of use. (14 Cal. Code Regs. § 15301). None of the exceptions to this Class 1 categorical exemption apply in this instance (14 Cal. Code

Regs. § 15300.2). Specifically, successive projects of the same type in the same location will not cause significant cumulative impacts, as there are no successive projects planned at this time. There are no unusual circumstances presented by this project and the project will not result in damage to scenic resources within a designated state scenic highway. Finally, the project will not cause a substantial adverse change in the significance of a historical resource, as no historical resources will be impacted.

As with any paving project, the Town follows our Complete Streets Policy and ensures consistency with the Bicycle and Pedestrian Master Plan, which aims to improve the street not just for vehicular traffic, but for pedestrians and bicyclists as well as transit. New and modified curb ramps and enhanced crosswalks improve pedestrian safety, and improved pavement condition makes conditions safer for bicyclists. (Climate Action Plan 2030 Transportation Measures T-2 Bicycling and T-3 Walking).

ATTACHMENTS

Attachment 1- Map of 2023 Pavement Rehabilitation Project



The Town of San Anselmo

STREET GUIDE

Agatha Ct **F-9**
Alder Ave. E,F-8
Alderney Rd F-8
Alice Way F-7
Allemand Ave H-9
Allyn Ave E-9
Alpine La I-8
Alpine Ter I-8
Alta Vista H-11
Alto Ave H-8
Amberwood La I-9
Ancho Vista Ave H-9
Angela Ave E-5
Arroyo Ave E-6
Ash Ave E-8
Aspen Ct F-8
Austin Ave F-11
Avenue Del Norte H-10

Bank St **H-10**
Barber Ave H-10
Bay Tree La E-5
Bella Vista Ave G-9
Belle Ave G-11
Bennit Ave E-7
Berkley Ave F-7
Berlin Ave F-9
Beverly Way F-8
Blackhawk Dr G-7
Bolinas Ave G-11
Boulder La H-9
Bridge Ave G-9
Bridge Way E-10
Broadmoor Ave F-7
Broadmoor Ct F-7
Brookmead Ct E-7
Brookmead Pl E-7
Brookmont Cir F-7
Brookside Ct F-7
Brookside Dr E-7
Buena Vista H-9
Bungalow Ave I-9
Butterfield Rd E-6

Caleta Ave **E-5**
Calumet Ave F-9
Camino De Herrera D-6
Canyon Rd E-9
Carmel Ct G-7
Carlson Ave E-9
Carlson Ct E-6
Carolina Ave I-9
Cedar St G-10
Center Blvd F,G-9
Cherne La E-5
Chipman Pl F-11
City Hall Ave G-10
Coogan Ave H-9
Cordone Dr F-8
Cottage Ave I-9
Creek Rd E-8
Crescent La F-10
Crescent Rd F,G-10
Crest Ave I-10
Crooked Ave H-9

Deer Park La **D-8**
Durham Rd G-7

East Ct **E-7**
East La H-8
El Cerrito Ave F-8
Elkhorn Way G-7
Elm Ave E-9
Elm Ct E-9
Encina Pl F-11
Entrada Ave H-10
Essex Ave H-9

Fairview Ct **E-7**
Fern La E-8
Fernwood Dr F-10
Florence Ave E-8
Floribel Ave E-9
Floribel Ave E-9
Foothill Rd E-9
Forbes Ave I-9
Forest Ave E-8
Foss Ave F-11
Francis Ave D-8
Freda H-8

Garlack Rd **F-10**
Glen Rd E-8
Golf La I-8
Greenfield Ave H,G-10
Greenfield Ct I-10
Grove La G-9
Grove Hill Ave H-9

Hampton Ave **F-8**
Hawthorne Ave D-7
Hazel Ave F-9
Herrera Ct D-6
Hillcrest Ave F-9
Hillcrest Ct E-6
Hilldale Dr I-9
Hillside Ave F-9
Hoag Ave E-9
Holstein Rd E-6
Hooper La D-8
Humboldt Ave E-9

Idalia Ct **F-10**
Idalia Rd F-10
Idlewood Ct E-6
Indian Rock Ct F-6
Indian Rock Rd F-7
Island Dr I-9
Ivy La E-9

Jersey Ave **I-8**
Jones St G-11
Jordan Ave I-8

Karl Ave **F-9**
Kemp Ave F-10
Kendrick Ave E-5
Kensington Ct G-11
Kensington Rd G-11
Kientz La G-10
Kilgore La E-7
Klare Ave E-8

Lansdale Ave **E-8**
Laurel Ave F-9
Library Pl G-10
Lillian Ct E-6
Lincoln Ave H-10
Lincoln Ct H-10
Loma Robles Dr G-9
Longview Ave I-9
Longwood Dr I-8
Los Angeles Blvd G-8
Luna La G-9

Madero Ave **H-9**
Madrone Ave F-9
Magnolia Ave G-10
Maple La E-8
Mariposa Ave G-11
Martha La D-6
Meadowcroft Dr E-7
Medway Rd E-8
Melville Ave F-11
Merced Ave E-8
Milbrae Ave H-9
Miracle Mile I-10
Miwok Dr G-7
Mono La E-8
Monterey Ave G-8
Monterey Ter G-8
Morningside Dr E-7
Morton La E-9
Mountain View Ave F-8
Myrtle La F-10

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STAFF REPORT

TOWN OF SAN ANSELMO Item #: 1.4

MEETING DATE: May 23, 2023

AGENDA TITLE: Award of Construction Contract for the 2023 Slurry Seal Project.

FROM: Department of Public Works

RECOMMENDATION: That the Town Council authorize the Town Manager to award the construction contract to the lowest responsible bidder.

SUMMARY

The Town Council approved the 2023 Slurry Seal Project at the March 28, 2023 meeting, and authorized staff to bid the project. The project includes slurry sealing and restriping the following street segments:

Residential Streets
Agatha Court from Saunders Avenue to end
Berlin Avenue from Saunders Avenue to Brennfleck Avenue
Brennfleck Avenue from Karl Avenue to Berlin Avenue
Karl Avenue from Saunders Avenue to end
Creek Road – all
Glen Road from Forest Avenue to Creek Road
Forest Avenue from San Anselmo Avenue to Fairfax Town Limits
Pasadena Avenue from Santa Barbara Avenue to Miwok Drive
Miwok Drive from Pasadena Avenue to end
Tomahawk Drive from Indian Rock Road to 99' north
Blackhawk Drive from Tomahawk Drive to Miwok Drive
Elkhorn Way from Tomahawk Drive to Miwok Drive
Indian Rock Road from Broadmoor Avenue to Tomahawk Drive
Durham Road from Santa Barbara Avenue to end
Sunview Avenue from Broadmoor Avenue to Berkeley Avenue
Berkeley Avenue from Broadmoor Avenue to end
Toyon Drive from Berkeley Avenue to Sunview Avenue
Broadmoor Avenue from Brookside Drive to Indian Rock Road
Woodland Avenue from Cedar Street to Sunnyside Avenue
Olive Avenue from Redwood Road to 290'south

Island Drive – Tamal Vista Avenue to Town Limit

Arterial and Collector Streets:
Sir Francis Drake Boulevard from the Hub to Tamal Avenue/San Francisco Boulevard
Center Boulevard from Sycamore Avenue/San Anselmo Avenue to Fairfax Town Limit

BACKGROUND

In August 2019, the Town Council approved the 5-Year Capital Improvement Program (CIP) that included a preventative maintenance component. Preventative maintenance includes crack sealing and slurry sealing that is performed on a street or road that is in good condition to extend the life of the pavement. The Pavement Condition Index (PCI) is a rating from 1 to 100 that is based on an inspection of a road for several pavement distresses. Slurry seal is typically applied to streets with a PCI between 70 and 90.

Slurry seal typically costs about 1/10 of the cost to repave a street. Ideally, a newly paved street will be slurry sealed every 5 to 7 years (up to three times), then allowed to deteriorate to a PCI of 55 or 65, followed by a thin pavement overlay. Without a sufficient budget, most agencies don't have the luxury of repaving a street with a 65 PCI when portions of the network are in much worse condition. One of the best ways to increase the 'bang for the buck' of a pavement network is to inexpensively slurry seal the streets in good condition to increase their life, while simultaneously focusing on fixing the more expensive streets with pavement overlays or reconstruction.

DISCUSSION/ANALYSIS

Staff advertised the project for construction, with a bid opening on May 11, 2023. Four bids were received that were all determined to be responsive. The Engineer's Estimate was $500,000.

Bidder	Bid Amount
Pavement Coatings Co.	$ 479,343.45
Doolittle Construction	$ 567,567.00
VSS International	$ 626,543.21
Dryco Construction	$ 719,253.50

The bid from Pavement Coatings Co. was the lowest responsible bid.

Construction should start in July. With 30 working days, it is expected that construction would be completed by September.

The work on Sir Francis Drake Boulevard, Center Boulevard, and Forest Avenue/Creek Road/Glen Road is proposed to be done at night to minimize traffic delays. Work on other residential streets will require the street to be closed between 8 am and 5 pm. Residents will be notified of the project schedule at least two weeks in advance of the work. Staff will coordinate with property owners and businesses to minimize impacts from the work.

FISCAL IMPACT

The lowest responsible bid was 4.1% below the Engineer's Estimate. The project includes work on Center Boulevard in the Town of Fairfax, which will be reimbursed (approximately $17,011). The total budget for the construction phase of the project (construction plus construction management and contingency) is estimated to be $527,322 and will be included in the Town's 2023/2024 Budget and Work Plan, using funding from the Road Maintenance Fund and Measure D/Measure J funds.

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

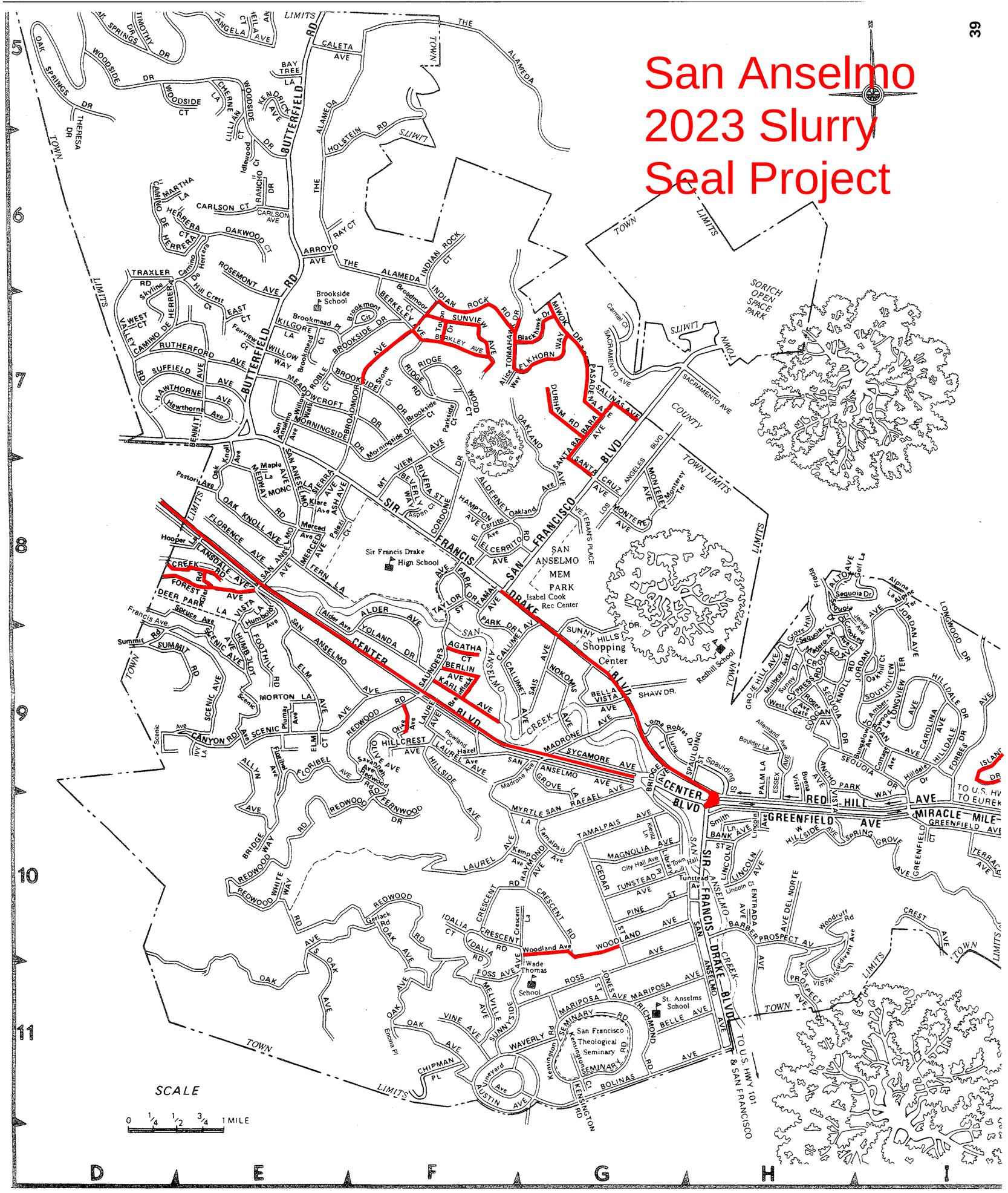
The Town finds this project to be categorically exempt from the requirement for the preparation of environmental documents under the California Environmental Quality Act (CEQA) under CEQA Guidelines Section 15301 Class 1, because it involves maintenance of existing streets, will not create additional automobile lanes and involves negligible or no expansion of use. (14 Cal. Code Regs. § 15301). None of the exceptions to this Class 1 categorical exemption apply in this instance (14 Cal. Code Regs. § 15300.2). Specifically, successive projects of the same type in the same location will not cause significant cumulative impacts, as there are no successive projects planned at this time. There are no unusual circumstances presented by this project and the project will not result in damage to scenic resources within a designated state scenic highway. Finally, the project will not cause a substantial adverse change in the significance of a historical resource, as no historical resources will be impacted.

As with any paving project, the Town follows our Complete Streets Policy and ensures consistency with the Bicycle and Pedestrian Master Plan, which aims to improve the street not just for vehicular traffic, but for pedestrians and bicyclists as well as transit. The improved roadway surface will maintain rideability for bicyclists, and refreshed striping will improve safety for all users. Enhanced crosswalks will improve pedestrian safety. (Climate Action Plan 2030 Transportation Measures T-2 Bicycling and T-3 Walking).

ATTACHMENTS

Attachment 1- Map of Slurry Seal streets

San Anselmo 2023 Slurry Seal Project



The Town of San Anselmo

STREET GUIDE

Agatha Ct F-9
Alder Ave. E,F-8
Alderney Rd F-8
Alice Way F-7
Allemand Ave H-9
Allyn Ave E-9
Alpine La I-8
Alpine Ter I-8
Alta Vista H-11
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Ancho Vista Ave H-9
Angela Ave E-5
Arroyo Ave E-6
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Aspen Ct F-8
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Belle Ave G-11
Bennit Ave E-7
Berkley Ave F-7
Berlin Ave F-9
Beverly Way F-8
Blackhawk Dr G-7
Bolinas Ave G-11
Boulder La H-9
Bridge Ave G-9
Bridge Way E-10
Broadmoor Ave F-7
Broadmoor Ct F-7
Brookmead Ct E-7
Brookmead Pl E-7
Brookmont Cir F-7
Brookside Ct F-7
Brookside Dr E-7
Buena Vista H-9
Bungalow Ave I-9
Butterfield Rd E-6

Caleta Ave E-5
Calumet Ave F-9
Camino De Herrera D-6
Canyon Rd E-9
Carmel Ct G-7
Carlson Ave E-9
Carlson Ct E-6
Carolina Ave I-9
Cedar St G-10
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Cherne La E-5
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Coogan Ave H-9
Cordone Dr F-8
Cottage Ave I-9
Creek Rd E-8
Crescent La F-10
Crescent Rd F,G-10
Crest Ave I-10
Crooked Ave H-9

Deer Park La D-8
Durham Rd G-7

East Ct E-7
East La H-8
El Cerrito Ave F-8
Elkhorn Way G-7
Elm Ave E-9
Elm Ct E-9
Encina Pl F-11
Entrada Ave H-10
Essex Ave H-9

Fairview Ct E-7
Fern La E-8
Fernwood Dr F-10
Florence Ave E-8
Floribel Ave E-9
Floribel Ave E-9
Foothill Rd E-9
Forbes Ave I-9
Forest Ave E-8
Foss Ave F-11
Francis Ave D-8
Freda H-8

Garlack Rd F-10
Glen Rd E-8
Golf La I-8
Greenfield Ave H,G-10
Greenfield Ct I-10
Grove La G-9
Grove Hill Ave H-9

Hampton Ave F-8
Hawthorne Ave D-7
Hazel Ave F-9
Herrera Ct D-6
Hillcrest Ave F-9
Hillcrest Ct E-6
Hilldale Dr I-9
Hillside Ave F-9
Hoag Ave E-9
Holstein Rd E-6
Hooper La D-8
Humboldt Ave E-9

Idalia Ct F-10
Idalia Rd F-10
Idlewood Ct E-6
Indian Rock Ct F-6
Indian Rock Rd F-7
Island Dr I-9
Ivy La E-9

Jersey Ave I-8
Jones St G-11
Jordan Ave I-8

Karl Ave F-9
Kemp Ave F-10
Kendrick Ave E-5
Kensington Ct G-11
Kensington Rd G-11
Kientz La G-10
Kilgore La E-7
Klare Ave E-8

Lansdale Ave E-8
Laurel Ave F-9
Library Pl G-10
Lillian Ct E-6
Lincoln Ave H-10
Lincoln Ct H-10
Loma Robles Dr G-9
Longview Ave I-9
Longwood Dr I-8
Los Angeles Blvd G-8
Luna La G-9

Madero Ave H-9
Madrone Ave F-9
Magnolia Ave G-10
Maple La E-8
Mariposa Ave G-11
Martha La D-6
Meadowcroft Dr E-7
Medway Rd E-8
Melville Ave F-11
Merced Ave E-8
Milbrae Ave H-9
Miracle Mile I-10
Miwok Dr G-7
Mono La E-8
Monterey Ave G-8
Monterey Ter G-8
Morningside Dr E-7
Morton La E-9
Mountain View Ave F-8
Myrtle La F-10

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 1.5

MEETING DATE: May 23, 2023

AGENDA TITLE: Senate Bill 1 (SB1) Gas Tax Funding Project List

FROM: Public Works Department

RECOMMENDATION: That the Town Council adopt the attached Resolution approving the 2023-2024 Senate Bill 1 (SB1) Project List to be included in the Fiscal Year 2023-2024 Budget for roadway improvements.

BACKGROUND

On April 28, 2017, the Governor signed Senate Bill 1 (SB1), an increase in vehicle registration fees along with per-gallon gas and diesel tax increases. The tax rates will also be adjusted for inflation in the future.

Distribution of funds to San Anselmo will follow the apportionment formula used for the current gas tax. Funding will be available for basic road maintenance, rehabilitation and critical safety projects on local streets and roads. SB1 requires annual project reporting, which includes submittal of a list of proposed projects (Project List) that is adopted by Resolution by the Town Council. The Project List must include a description and location of the project, a proposed schedule of completion and an estimated useful life of the improvement. The 2023/2024 Fiscal Year (FY) Project List is due to the California Transportation Commission by July 1, 2023. Project Expenditure Reports are due December 1.

In addition, the Town is also required to sustain a Measure of Effort (MOE) by spending at least the annual average of its General Fund expenditures during Fiscal Years 2009/2010, 2010/2011, and 2011/2012. ($730,759 average per year). The current Town budget reflects a MOE of above this level.

The funding from SB1 will supplement the existing funding sources for this paving project. The Project List includes the street expected to be paved in summer/fall 2023 as part of 2023 Street Rehabilitation Project.

Project Title: 2023 Street Rehabilitation Project

Project Description: Road resurfacing, including complete streets elements

Project Location: Jordan Avenue – Cottage Avenue to Southview Terrace
Amberwood Lane – Jordan Avenue to end
Hilldale Drive – Carolina Avenue to Longview Avenue
Ancho Vista Avenue – Red Hill Avenue to Sequoia Drive
Park Way – Ancho Vista Avenue to 55 Park Way
Essex Avenue – Red Hill Avenue to end
Crescent Road - Raymond Avenue to Woodland Avenue
San Anselmo Avenue – Sir Francis Drake Blvd to Morningside Dr
Morningside Drive – Meadowcroft Drive to Broadmoor Avenue
Tomahawk Drive – 99' north of Indian Rock Road to end
Palazzi Court – Ash Avenue to end

Estimated Project Schedule: Start (06/23)– Completion (11/23) based on the component being funded with RMRA funds

Estimated Project Useful Life: 20 years

DISCUSSION/ANALYSIS

Per Town Council Resolution 4020, Complete Streets analysis will be done to determine if any pedestrian, bicyclist or transit improvements are necessary.

If the Town Council adopts the attached Resolution approving the Project List, the proposed list of street paving projects (2023 Street Rehabilitation Project) will be included in the FY 2023-2024 Town Budget.

FISCAL IMPACT

The revenue to be distributed to San Anselmo is expected to be approximately $315,826 in FY 2023/2024. The remaining project budget has been included in the Road Maintenance Fund, Measure AA and Measure D/Measure J Fund for FY 2023/2024.

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

Adoption of the proposed resolution is categorically exempt from the requirement for the preparation of environmental documents under the California Environmental Quality Act (CEQA) under CEQA Guidelines Section 15301 because the resolution allocates a portion of the funds for a paving project that will not create additional automobile lanes nor result in an expansion of use. (14 Cal. Code Regs. § 15301(c).

ATTACHMENTS

Attachment 1- Resolution

RESOLUTION NO. _____

RESOLUTION OF THE SAN ANSELMO TOWN COUNCIL ADOPTING A LIST OF PROJECTS FOR FISCAL YEAR 2023/24 FUNDED BY SB 1: THE ROAD REPAIR AND ACCOUNTABLILITY ACT OF 2017

WHEREAS, Senate Bill 1 (SB 1), the Road Repair and Accountability Act of 2017 (Chapter 5, Statutes of 2017) was passed by the Legislature and Signed into law by the Governor in April 2017 to address the significant multi-modal transportation funding shortfalls statewide; and

WHEREAS, SB 1 includes accountability and transparency provisions that will ensure the residents of our Town are aware of the projects proposed for funding in our community and which projects have been completed each fiscal year; and

WHEREAS, the Town of San Anselmo must adopt by resolution a list of projects proposed to receive fiscal year funding from the Road Maintenance and Rehabilitation Account (RMRA), created by SB 1, which must include a description and the location of each proposed project, a proposed schedule for the project's completion, and the estimated useful life of the improvement; and

WHEREAS, the Town of San Anselmo, will receive an estimated $315,826 in RMRA funding in Fiscal Year 2023/24 from SB 1; and

WHEREAS, this is the seventh year in which the Town of San Anselmo is receiving SB 1 funding and will enable the Town of San Anselmo to continue essential road maintenance and rehabilitation projects, safety improvements, repairing and replacing aging bridges, and increasing access and mobility options for the traveling public that would not have otherwise been possible without SB 1; and

WHEREAS, the Town of San Anselmo has undergone a robust public process to ensure public input into our community's transportation priorities/the project list; and

WHEREAS, the Town of San Anselmo used a Pavement Management System to develop the SB 1 project list to ensure revenues are being used on the most high-priority and cost-effective projects that also meet the communities priorities for transportation investment; and

WHEREAS, the funding from SB 1 will help the Town maintain and rehabilitate several streets throughout the Town this year and other streets into the future; and.

WHEREAS, the 2021 California Statewide Local Streets and Roads Needs Assessment found that the Town's streets and roads are in an "AT-RISK" condition and this revenue will help us increase the overall quality of our road system and over the next decade will bring our streets and roads into a "GOOD to EXCELLENT" condition; and

WHEREAS, the SB 1 project list and overall investment in our local streets and roads

infrastructure with a focus on basic maintenance and safety, investing in complete streets infrastructure, and using cutting-edge technology, materials and practices, will have significant positive co-benefits statewide.

NOW, THEREFORE, THE TOWN COUNCIL HEREBY RESOLVES:

Section 1. The foregoing recitals are true and correct.

Section 2. The following list of newly proposed projects will be funded in-part or solely with Fiscal Year 2023-24 Road Maintenance and Rehabilitation Account revenues:

Project Title:	2023 Street Rehabilitation Project
Project Description:	Road resurfacing, including complete streets elements
Project Location:	Jordan Avenue – Cottage Avenue to Southview Terrace Amberwood Lane – Jordan Avenue to end Hilldale Drive – Carolina Avenue to Longview Avenue Ancho Vista Avenue – Red Hill Avenue to Sequoia Drive Park Way – Ancho Vista Avenue to 55 Park Way Essex Avenue – Red Hill Avenue to end Crescent Road - Raymond Avenue to Woodland Avenue San Anselmo Avenue – Sir Francis Drake Blvd to Morningside Dr Morningside Drive – Meadowcroft Drive to Broadmoor Avenue Tomahawk Drive – 99' north of Indian Rock Road to end Palazzi Court – Ash Avenue to end

Estimated Project Schedule: Start (07/23)– Completion (11/23) based on the component being funded with RMRA funds

Estimated Project Useful Life: 20 years

Section 3.
GAS TAX FUND
The budget will include the following:

Transfers Out	Transfers to Road Maintenance fund by $315,826 to fund SB 1 eligible projects.

ROAD MAINTAINANCE FUND

The budget will include the following:

Transfers In:	$315,826 Transfer in from Gas Tax Fund.
Expenditure Budget:	Budget $315,826 for SB 1 funded projects.

Section 4.

Environmental Analysis. Adoption of this resolution is categorically exempt from the requirement for the preparation of environmental documents under the California Environmental Quality Act (CEQA) under CEQA Guidelines Section 15301, because the resolution allocates a portion of the funds for a paving project that will not create additional automobile lanes nor result in an expansion of use. (14 Cal. Code Regs. § 15301(c).

RESOLUTION PASSED AND ADOPTED, at the regular meeting of the San Anselmo Town Council on the 23rd day of May, 2023, by the following vote:

AYES: Councilmember:
NOES: Councilmember:
ABSENT: Councilmember:
ABSTAIN: Councilmember:

_____
Steve Burdo
MAYOR

ATTEST:

_____
SERGE AVILA
TOWN CLERK

STAFF REPORT

TOWN OF SAN ANSELMO Item #:1.6

MEETING DATE: May 23, 2023

AGENDA TITLE: Authorize the Town Manager to sign the amendment to the 1996 Revised Hazardous and Solid Waste Joint Powers Agreement County of Marin ("Zero Waste Marin")

FROM: David Donery, Town Manager

RECOMMENDATION

Authorize the Town Manager to sign the amendment to the 1996 Revised Hazardous and Solid Waste Joint Powers Agreement ("Zero Waste Marin")

BACKGROUND

The County of Marin and the Cities of Belvedere, Larkspur, Mill Valley, Novato, San Rafael, and Sausalito, and the Towns of Corte Madera, Fairfax, Ross, San Anselmo, and Tiburon entered into an agreement in 1993 to create a Hazardous and Solid Waste Joint Powers Authority (JPA) to work together on the mandates set forth in AB 939. The agreement was amended in 1995 and restated in 1996. Since then, it has been the foundational guide for the JPA.

DISCUSSION/ANALYSIS

Currently, staff is updating the JPA Agreement to include the following three administrative changes:

1) <u>Certified Unified Program Agency</u>
The County of Marin is, by state law, responsible for management of programs in the Certified Unified Program Agency (CUPA) which includes the Hazardous Materials Business Plan Program, Risk Management and Prevention Plan Program, Aboveground Storage Tank Program, Underground Storage Tank Program, the Hazardous Waste Generator Program, and the Tiered Permit On-Site Treatment Program. Prior to 2006, the City of San Rafael managed its own CUPA. This is now the sole responsibility of the County of Marin and is reflected in this administrative update with changes to Preamble A, page 1 and Article 3, section 3.3 Member Programs.

2) Integrated Waste Management Plan
California state law mandates that all cities, counties, and approved regional solid waste management agencies are responsible for enacting integrated waste management plans (IWMP) and implementing programs to divert solid waste from landfills. In addition, state law mandates that a local task force be formed to advise the JPA Board on waste-related matters to ensure compliance with the IWMP. The original passage in Preamble D was amended to add language to ensure we have a qualified technical task force to serve as an advisory group to the JPA Board.

3) Article 18 Designated Entity
This Article was added as an administrative change to state that County laws shall apply to the JPA pursuant to Government Code 6509.

FISCAL IMPACT
None

CEQA AND CLIMATE ACTION PLAN CONSISTENCY
The approval of this item is not a “project” under the California Environmental Quality Act, because it does not involve an activity which has the potential to cause a direct or reasonably foreseeable indirect physical change in the environment. (Cal. Pub. Res. Code § 21065).

ATTACHMENTS

A. Original signed 1996 agreement
B. Redlined 1996 agreement
C. Amendment to the 1996 Agreement
D. San Rafael CUPA to County 2006

ORIGINAL

REVISED HAZARDOUS AND SOLID WASTE JOINT POWERS AGREEMENT COUNTY OF MARIN

This Agreement is entered into this 1st day of July, 1996 pursuant to the provisions of Title 1, Division 7, Chapter 5, Article 1 (Section 6500 et seq.) of the California Government Code relating to the joint exercise of powers among the following parties: The County of Marin (hereafter referred to as the "County"), the Cities of Belvedere, Larkspur, Mill Valley, Novato, San Rafael, and Sausalito, and the Towns of Corte Madera, Fairfax, Ross, San Anselmo, and Tiburon (hereafter collectively referred to as the "Cities and Towns"), which are all within the County of Marin.

PREAMBLE

The principle objectives of the agencies signatory to this Agreement are as follows:

A. Scope of the Agreement. The principle responsibilities of the new Authority, established by this Agreement, are to meet the goals of the Source Reduction and Recycling Element mandated by State Public Resources Code Sections 40900 to 43000 and the adoption and implementation of the Household Hazardous Waste Element required by Sections 25135 to 25135.8 of the Health and Safety Code.

Responsibilities for programs in the Certified Unified Program Agency (CUPA), which include the Hazardous Materials Business Plan Program, Risk Management and Prevention Plan Program, Aboveground Storage Tank Program, Underground Storage Tank Program, the Hazardous Waste Generator Program and the Tiered Permit On-Site Treatment Program, are to be managed as provided for by state law. The City of San Rafael will continue to administer its own CUPA programs. The County will administer these programs for the remaining Cities and Towns.

Operation of a household hazardous waste collection program is also mandated by state law. The County, the Cities and Towns will establish a local program that is available to their residents.

B. Limiting Membership in the Authority. Membership in the Authority will be limited to the County, the Cities and Towns. The districts included under the previous agreement are not signatories to this agreement and will not serve in any governing role. Representatives of the districts would continue to be included on the AB 939 Local Task Force.

C. Governing Structure. The day-to-day administration of the Authority will be vested with an Executive Committee responsible to the Board of Directors for the administration and management of Authority affairs. The Executive Committee will be comprised of the Chair and Vice Chair of the governing Board plus three Board members from the County, the City of San Rafael and the City of Novato.

The Board of Directors shall be comprised of one representative for each member agency. The Board member may be a member of the agency's City/Town Council or Board of Supervisors or the agency's staff. .

A majority of the members of the Board of Directors will constitute a quorum for purposes of conducting business, and a majority of a quorum will be authorized to act on behalf of the Authority.

D. AB 939 Local Task Force. The Board will establish and be advised by an AB 939 Local Task Force, whose composition, duties and authority are specified in Public Resources Code Section 40950. The Task Force will include at least two representatives of waste haulers, one representative of an environmental organization, two representatives of special districts involved in the regulation and disposal of waste, and five public representatives appointed by the member agencies serving on the Executive Committee established in this Agreement.

If a conflict between this preamble and the specifications contained in Article 1 through Article 17 is presented, it is the intent of this Agreement that the Articles are to be considered determinative.

ARTICLE 1: FACTS AND DECLARATIONS

Solid Waste Management

WHEREAS, Sections 40900 to 43000 of the State Public Resources Code requires the County and each of its Cities to prepare, adopt, and implement source reduction and recycling elements and requires the County to prepare a county-wide siting element and a county integrated waste management plan; and

WHEREAS, the County, Cities, and Towns believe it would be to their mutual advantage and the public benefit to coordinate their power and authority to implement integrated waste management programs which meet the waste management requirements of State law; and

Hazardous Waste Management

WHEREAS, Government Code Section 66780.8 and Health and Safety Code Section 25135 through 25135.8 establishes a planning process and requirements for the preparation, adoption, amendment, administration, and enforcement of County hazardous waste management plans; and

Existing Solid Waste Management System

WHEREAS, an effective system of solid waste collection, recycling, diversion and disposal currently exists within the county involving the franchised waste haulers.

Role of Districts

WHEREAS, the Sanitary Districts of Almonte, Alto, Homestead Valley, Las Gallinas, Novato, and Ross Valley, and the Community Service Districts of Marin City and Tamalpais, and the Bolinas Community Public Utility District, and the Strawberry Recreation District and the Stinson Beach County Water District (hereafter collectively referred to as the "Districts") play a role in the regulation of the existing solid waste management system and will continue to exercise responsibilities in the effort to fully comply with State solid waste diversion goals; and

WHEREAS, the County, Cities and Towns acting through this Agreement intend to strengthen the existing solid waste management system in the operation and development of future waste management activities; and

Joint Planning and Implementation

WHEREAS, the County, Cities and Towns believe that many of the programs and facilities described in the above mentioned elements and plans will be both long-term and most cost-effectively provided on a multi-jurisdictional or county-wide basis; and

WHEREAS, the County, Cities and Towns believe that a separate, special purpose agency responsible for, and capable of, preparation, adoption, revision, amendment, administration, and enforcement of the Marin County Integrated Waste Management Plan and, the Marin County Hazardous Waste Management Plan (hereafter referred to as the "Plans"), and planning, financing, implementing, managing, and maintaining of the related programs would be most cost-effective on a County-wide basis; and

WHEREAS, the Joint Exercise of Powers Act (Government Code Section 6500 et seq.) provides for joint action by two or more public agencies, and Public Resources Code section 41823 authorizes a city or county or agency formed under a joint exercise of powers agreement for the purpose of preparing and implementing source reduction and recycling elements on a county-wide integrated waste management plan; and

WHEREAS, it is the intent of the contracting agencies to utilize these statutory authorizations in this Agreement; and

Public Involvement

WHEREAS, the County, Cities and Towns intend to encourage ongoing community involvement in the development and implementation of future solid and hazardous waste activities by utilizing an AB 939 Task Force, advisory committees, community meetings, and other similar mechanisms to obtain public participation in these activities; and

Legislation and Markets

WHEREAS, the County, Cities and Towns intend to actively promote markets for recycled materials and advocate legislation which furthers the reduce, reuse, recycle hierarchy; and

Promoting Cost Effective Programs

WHEREAS, in the planning and implementation of countywide programs, the County, Cities and Towns intend to give particular attention to the cost-effectiveness of programs; and

Sharing Of Costs In An Equitable Manner

WHEREAS, it is the intent of the County, Cities and Towns that costs for planning and implementing solid and hazardous waste programs will be based on a fair and equitable allocation system that considers previous investments of each member, the relative benefits to each member and the actual cost of service; and

NOW, THEREFORE, the Agencies agree as follows:

ARTICLE 2: DEFINITIONS

Certain words as used in this Agreement shall be defined as follows:

A. **"Agencies"** shall mean the County, Cities and Towns.

B. **"Agreement"** shall mean this agreement that establishes the County of Marin Hazardous and Solid Waste Joint Powers Authority.

C. **"Authority"** shall mean the County of Marin Hazardous and Solid Waste Joint Powers Authority.

D. **"Board"** shall mean the governing body of the County of Marin Hazardous and Solid Waste Joint Powers Authority.

E. **"County"** shall mean the County of Marin.

F. **"Cities"** shall mean the cities of Belvedere, Larkspur, Mill Valley, Novato, San Rafael, and Sausalito.

G. **"Towns"** shall mean the Towns of Corte Madera, Fairfax, Ross, San Anselmo, and Tiburon.

H. **"Executive Committee"** shall mean the committee composed of the Chair and Vice-Chair of the Governing Board plus three additional members of the Governing Board as appointed by the Governing Board.

I. **"Hazardous Waste Facility"** shall mean a facility which includes all contiguous land and structures used for the handling, treating, recycling, storing or disposing of hazardous wastes.

J. **"Members"** shall mean the County, Cities or Towns which are signatories to this Agreement.

K. **"Quorum"** shall mean a majority of the Board Members.

ARTICLE 3: PURPOSE

3.1 Purpose of Agreement

The purpose of this Agreement is to establish a public entity separate from the County and each of the Cities and Towns. This public entity is to be known as the County of Marin Hazardous and Solid Waste Joint Powers Authority (hereafter referred to as the "Authority").

3.2 Purpose of Authority

The purpose of the Authority shall be to comply with Sections 40900 to 43000 of the Public Resources Code, Section 66780.8 of the Government Code and Health and Safety Code Sections 25135 through 25135.8.

a. Prepare, adopt, revise, amend, administer and enforce hazardous waste and solid waste plans.

b. Plan, finance, implement, manage and/or monitor multi-jurisdictional or county-wide programs and facilities related to the plans.

c. And other new requirements imposed on the member agencies by future acts of the State or Federal Government as agreed by the member agencies.

3.3 Member Programs

It is recognized that members, such as the City of San Rafael, operate required programs outside the scope of this Agreement, such as administering a hazardous materials and an underground storage tank program and other programs covered by the Certified Unified Program Agency (CUPA).

ARTICLE 4: CREATION OF MARIN COUNTY WASTE MANAGEMENT AUTHORITY

4.1 Creation of Authority

There is hereby created by the County, Cities and Towns of Marin the Marin County Hazardous and Solid Waste Management Authority to exercise in the manner set forth in this Agreement the powers common to each of the Agencies.

4.2 Separate Entity

The Authority shall be a public entity separate from the Agencies. Pursuant to Government Code Section 6503.5, notice of the Agreement shall be filed with the Secretary of State within 30 days of this Agreement's effective date. Pursuant to Government code Section 6508.1 the debts, liabilities and obligations of the Authority shall not constitute the debts, liabilities or obligations of any parties to the Agreement.

ARTICLE 5: POWERS OF THE AUTHORITY

5.1 General Powers

The Authority shall have any and all powers authorized by law to the parties and may:

a. Prepare, adopt, revise, amend, administer and enforce the provisions of the Plans;
b. Evaluate and recommend programs designed to achieve compliance with AB 939 in a cost effective manner;
c. Implement those programs for member agencies that choose to participate under section 6.2 of this Agreement;
d. Advise the members on issues related to regional hazardous and solid waste facilities and programs;
e. Advocate the interests of the members related to regional hazardous and solid waste facilities and programs with local, state and federal officials;
f. Plan for regional hazardous and solid waste facilities and programs;
g. Develop regional hazardous and solid waste programs;

h. Develop markets for the reuse of recyclable materials;
i. Contract for the operation of regional hazardous and solid waste facilities and programs;
j. Regulate rates of regional hazardous and solid waste facilities and programs;
k. Advise on matters of hazardous and solid waste rates and charges.

Nothing in this Agreement shall be construed to authorize franchise of solid waste collection.

5.2 Specific Powers

In carrying out its general powers granted pursuant to the statutes noted in Section 5.1, the Authority is hereby authorized to perform all acts necessary for the exercise of said powers which may include but are not limited to the following:

a. Adopt ordinances and resolutions,
b. Monitor performance,
c. Make and enter into contracts,
d. Apply for and accept grants, advances, and contributions,
e. Employ or contract for the services of agents, employees, consultants and such other persons or firms as it deems necessary,
f. Conduct studies,
g. Acquire, hold or dispose of property,
h. Sue and be sued in its own name,
i. Appoint and retain legal counsel as necessary to fulfill its powers, duties and responsibilities under this Agreement
j. Incur debts, liabilities or obligations subject to limitations herein set forth,
k. Levy and collect fees and charges, including administrative and operating costs, as provided in this Agreement or by law, against all entities to which the Agreement or law applies,
l. To adopt, as authorized by law, ordinances or resolutions necessary to carry out the purposes of this Agreement,
m. Issue bonds, subject to the provisions and limitations of the Government Code of the State of California,
n. Adopt annually, by July 1 of each fiscal year, an annual workplan and corresponding budget setting forth all administrative, operational and capital expenses for the Authority, and
o. Implement the programs authorized in Article 6, and
p. Indemnify the member agencies pursuant to Article 10.

5.3 By-Laws

The Board may adopt from time to time such policies, procedures, by-laws, rules or regulations for the conduct of its affairs as may be required.

ARTICLE 6: PROGRAMS OF THE AUTHORITY

6.1 Basic Programs of the Authority

It is agreed that the following functions will form the basic minimum programs to be undertaken by the Authority on behalf of all of the member agencies.

a. Administration. Administrative functions of the Authority as related to this section.

b. Planning. Preparation, amendment, administration and monitoring of the county-wide portions of the AB939 plans. This includes: the Source Reduction and Recycling Element, the Household Hazardous Waste Element, the Solid Waste Facility Siting Element, the Non-Disposal Facility Element and the Countywide Integrated Waste Management Plan.

c. Monitoring and Reporting. Comply with the requirements of the various identified statutes to maintain and report on efforts to meet the waste diversion goals of State law.

d. Compliance Review. Develop, evaluate and recommend various programs designed to bring about compliance with AB 939 requirements for member agencies that choose to participate under section 6.2.

e. Legislation. Track legislation pertaining to hazardous and solid waste issues and recommend position statements to the Board of Directors.

6.2 Agency Election to Participate in Authority Programs

Except for the basic programs listed in Section 6.1 above, member agencies may, by formal action of their governing boards, choose whether or not they wish to participate in and fund programs to be developed by the Authority.

6.3 Contract with County and/or Others

The Authority intends to contract with the County and others to perform the programs as listed in Section 3.2, "Purpose of Authority" and the "Basic Programs" of the Authority listed in Section 6.1. of this Agreement.

ARTICLE 7: ORGANIZATION OF AUTHORITY

7.1 Members

a. The County, Cities and Towns may enter into this Agreement by July 1, 1996.

b. The County, and any City or Town may be considered for membership in the Authority after July 1, 1996, by presenting an adopted resolution to the Board which includes a request to become a member of the Authority and Board and upon a majority affirmative vote of a quorum of the Board accepting the County, City or Town and upon payment of any charges and upon satisfaction of any conditions established by the Board as a prerequisite for membership.

7.2 Board

a. The Authority shall be governed by the "Board" which shall exercise all powers and authority on behalf of the Authority.

b. The Board shall consist of one member of the governing body or the chief administrative officer of the County and each of the Cities and Towns which are party to this Agreement. Upon execution of this Agreement, the governing body of the County and each of the Cities and Towns shall appoint its member of the Board and another member to serve as an alternate to the Board, to serve in the absence of the regular member. Each member and alternate shall serve at the pleasure of the governing body of the appointing agency. Any change in appointment of a member or alternate shall be by action of the governing body of the appointing agency.

c. A majority of the members of the Board shall constitute a quorum for the transaction of business. The Authority shall act upon majority vote of those in attendance, each member having one vote, of the members of the Board.

d. The Board shall elect by majority vote, from its members, a Chair and Vice Chair. The Chair shall represent the Authority and execute any contracts and other documents when required by the Rules of Procedure and/or By-Laws. The Vice-Chair shall serve in the absence of the Chair.

7.3 Executive Committee

a. The Executive Committee shall be responsible to the Board for the administration and management of Authority affairs, for the provision of assistance and advice to the Board.

b. The Executive Committee shall be composed of the Chair and Vice-Chair plus three other members of the Governing Board elected by the Board. Three of the

committee members must be from the County, San Rafael, and Novato. One representative shall be selected by the Southern Marin cities of Sausalito, Tiburon, Belvedere and Mill Valley. One representative shall be selected by the Ross Valley cities of Ross, San Anselmo, Fairfax, Larkspur and Corte Madera.

c. Three members of the Executive Committee shall constitute a quorum for the transaction of business. No action shall be taken by the Executive Committee except upon a majority affirmative vote of the quorum (each member having one vote) of the members of the Executive Committee.

d. Members shall serve two-year terms and may be reappointed.

7.4 Additional Committees

a. The member agencies shall establish an AB 939 Local Task Force whose composition, duties and authority are described in Public Resource Code Section 40950. The Task Force so established shall be advisory to the Governing Board established under this Agreement.

b. The AB 939 Local Task Force shall include at least two representatives of waste haulers, one representative of an environmental organization, two representatives of special districts involved in the regulation and disposal of waste, and five public representatives appointed by the member agencies serving on the Executive Committee established under this Agreement.

c. In addition to the Executive Committee and an AB 939 Local Task Force, the Board may from time to time establish additional committees to carry out Authority purposes, and appoint committee members from the Board, the legislative bodies or administration of member agencies, Authority staff, and/or staff of the member agencies. The Board may also establish and appoint members to citizen's advisory committees as deemed appropriate.

d. To the extent practical, the Board shall appoint members to committees in such a manner as to encourage the broadest possible participation of the member agencies.

ARTICLE 8: MEETINGS AND REPORTS

8.1 Board Meetings

a. The Board shall hold at least one (1) regular meeting each year as determined by the by-laws.

b. Special meetings of the Board may be called in accordance with the provision of Section 54956 of the California Government Code.

c. All meetings of the Board shall be held subject to the provisions of the Ralph M. Brown Act (Sections 54950 et. seq. of the California Government Code), and other applicable laws of the State of California requiring notice be given of meetings of public bodies.

d. Minutes of all Board meetings will be kept and shall, as soon as possible after each meeting, be forwarded to each member and alternate member of the Board.

e. The Chair of the Board shall cause correspondence to be prepared and delivered as directed by the Board.

f. The public agency with whom the Authority contracts with to provide services shall be the keeper of the official records of the Authority.

8.2 Executive Committee Meetings

a. The Executive Committee shall hold at least one (1) meeting each quarter .

b. Special meetings of the Executive Committee may be called by the Chair, or by a majority of the members of the Executive Committee or at the direction of the Board.

c. Minutes of all Executive Committee meetings will be kept and shall, as soon as possible after each meeting, be forwarded to members of the committee and to each member and alternate member of the Board.

8.3 Other Committee Meetings

a. Other Committee's shall hold meetings as may be called by the Committee Chair, or a majority of the members.

b. Minutes of all meetings will be kept and forwarded to members of the committee and to each member and alternate of the Board.

8.4 Progress Reports

At least annually, a report on the progress toward achieving the diversion goals of state law shall be prepared and distributed to members of the Governing Board.

ARTICLE 9: FUNDING

9.1 Authority Budget

The Board shall adopt an annual budget for the Authority's activities within ninety (90) days of the effective date of this Agreement and by June 1 of each succeeding year. Public funds may not be disbursed by the Authority without adoption of the approved budget and all receipts and disbursements shall be in strict accordance with the approved budget. The budget shall identify

the programs of the Authority and allocate funds by program. The budget and accounting system shall account for direct and overhead costs by program. The Board shall allocate these costs for each program with the adoption of the annual budget.

9.2 Funding of the Authority

The Authority has the need and legal authority to levy fees and charges for programs, services and permits. The Authority is authorized to levy fees for only those programs identified in Section 6.1. Basic Programs of the Authority, and Section 6.2, Agency Election to Participate in Authority Programs. The funding for programs identified in Section 6.1 should be as specified in Section 9.2.B. The Authority is also authorized to levy fees and charges for administrative activities, permits and programs with independent funding.

a. The Basic Programs of the Authority defined in Section 6.1 shall be funded as follows and adjusted annually as may be needed to fund the Basic Programs.

   i. A fee shall be charged directly to every franchised solid waste hauler in Marin County. The fee shall be based on a rate per ton of solid waste collected and disposed based on the 1994 disposed tonnages listed on Exhibit A attached to this Agreement. Exhibit A shall be amended within ninety (90) days after a member agency approves a new franchise and a fee shall be established in a manner determined by the Executive Committee. The base year will be adjusted every two years starting in July 1, 1998 based on the most recent state certified tonnages. The fee is to be paid in two equal payments due July 30 and January 30 of each year.

   ii. A fee shall be charged at all permitted landfills in Marin County to all non-franchised haulers. The fee shall be based on a rate per ton for all tons of waste disposed at the landfill. The landfills shall forward these fees collected on a monthly basis.

b. The Authority is authorized to establish additional programs as defined in Section 6.2 with the approval of the Board of Directors and the individual Authority members participating in any such additional programs. The funding mechanism for any additional programs shall be developed as a component of every additional program and must have approval by the Board of Directors and each member agency participating in any additional program. All costs including overhead or administration of any additional program shall not be charged to the Basic Programs.

c. The Authority may charge fees to the extent allowed by law for administrative services rendered to the public or any member agencies such as, but not limited to, copying, processing fees, legal costs, preparation of reports, etc. The Authority

may also charge to the extent allowed below for programs intended to be fully cost covering, such as permit fees, applications, EIRs, educational materials, such as decals and pamphlets, monitoring of any programs, permits or application approvals. All fees under this Section shall be approved by the Board of Directors in conjunction with the annual adoption of this Authority's budget.

9.3 Duties of Treasurer

a. The Board shall appoint a Treasurer from among the senior management staff of the member agencies. The Treasurer shall be either the County Auditor/Controller, or the Treasurer Tax Collector or the Finance Director of one of the members.

b. The Treasurer shall serve as the depository and have custody of all Authority funds and establish and maintain such books, records, funds, and accounts as may be required by reasonable accounting practice, Government Code section 6505.-The books and records of the Authority shall be open to inspection at all reasonable times to the County, Cities, and Towns and their representatives.

c. The Treasurer, within ninety (90) days after the close of each fiscal year (which shall be from July 1 to June 30), shall give a complete written report of all financial activities for such fiscal year to the County, Cities, and Towns.

d. The Treasurer shall prepare such financial reports as may be directed by the Board or Executive Committee.

e. The Treasurer shall cause an independent annual audit of the accounts and records to be conducted by a certified public accountant in compliance with the requirements of section 6505 of the Government Code and generally accepted auditing standards.

9.4 Debts and Liabilities

No debt, liability, or obligation of the Authority shall constitute a debt, liability, or obligation of any Agency and each party's obligation hereunder is expressly limited only to the appropriation and contribution of such funds as may be levied pursuant to this Agreement or as the parties hereto may agree.

9.5 Disposition of Authority Funds Upon Termination

a. In the event of termination of the Authority where there is a successor public entity which will carry on the activities of the Authority and assume its obligations, Authority funds, including any interest earned on deposits, remaining upon

termination of the Authority and after payment of all obligations shall be transferred to the successor public entity.

b. If there is no successor public entity which would carry on any of the activities of the Authority or assume any of its obligations, Authority funds, including any interest earned on deposits, remaining upon termination of the Authority and after payment of all obligations, shall be provided in proportion to the contribution of each agency's ratepayers contributed during the term of this Agreement. Any such Authority funds received in this manner shall be used to defray the Agency's cost of hazardous and solid waste management programs or facilities.

c. If there is a successor public agency which would undertake some of the functions of the Authority and assume some of its obligations, Authority funds, including any interest earned on deposits, remaining upon termination of the Authority and after payment of all obligations, shall be allocated by the Board between the successor public entity and member agencies.

d. In the event the Authority is terminated under circumstances falling with (b) or (c) above, all decisions of the Board with regard to determinations of amounts to be transferred to member agencies or any successor shall be final.

9.6 Financial Liability of Member Agencies

In the event of a default by the Authority, the member agencies shall be liable for the Authority's debts in a proportion equal to the contribution of each agency's ratepayers to the funding of the Authority.

ARTICLE 10: INDEMNIFICATION

The Authority shall acquire such insurance protection as is necessary to protect the interest of the Authority, the County, Cities, Towns and the public. The Authority created by this Agreement shall assume the defense of and indemnify and save harmless the County, Cities, Towns and each of their respective officers, agents and employees, from all claims, losses, damages, costs, injury and liability of every kind, nature and description directly or indirectly arising from the performance of any of the activities of the Authority or the activities undertaken pursuant to this Agreement.

ARTICLE 11: EFFECTIVE DATE

This Agreement shall become effective when two-thirds (2/3) of the Cities, Towns and the County execute the Agreement, but not before July 1, 1996.

ARTICLE 12: TERMINATION

This Agreement may be terminated by the Board upon notice of withdrawal being received from a majority of the member agencies. Upon termination, payment of the obligations and division of the property of the Authority shall be conducted pursuant to Section 9.5 of Article 9 of this Agreement.

ARTICLE 13: AMENDMENTS

This Agreement may be amended only upon the two-thirds (2/3) affirmative vote of the Board.

ARTICLE 14: WITHDRAWAL

Any City, Town, or the County may withdraw from this Agreement effective July 1st of any year upon ninety (90) days, prior to the end of the fiscal year, written notice to the Authority. Upon withdrawal, a City, Town, or the County retains its financial obligations for current contracts executed to fulfill this Agreement, assumes responsibility for its obligations under AB 939, and assumes that responsibility at its own expense.

ARTICLE 15: SEVERABILITY

If any provision of this Agreement or its application to any person or circumstances is held invalid, the remainder of this Agreement and the application of the provision to other persons or circumstances shall not be affected.

ARTICLE 16: NOTICES

All notices to Agencies shall be deemed to have been given when mailed to the governing body of each agency.

ARTICLE 17: AGREEMENT COMPLETE

The foregoing constitutes the full and complete Agreement of the parties. There are no oral understandings or agreements not set forth in writing herein.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their proper officers thereunder duly authorized and effective as of the date of execution of all parties hereto.

COUNTY OF MARIN
Date 04-09-96 By: Harold Brown Jr.
CHAIRMAN

CITY OF BELVEDERE
Date 5.22.96 By Steven P. Johnson

CITY OF LARKSPUR
Date May 15, 1996 By Lawrence Lanzot

CITY OF MILL VALLEY
Date May 22, 1996 By

CITY OF NOVATO
Date 4/23/96 By Pat Eklund, Mayor Pro Tem

CITY OF SAN RAFAEL
Date 5/22/96 By

CITY OF SAUSALITO
Date 6/6/96 By

TOWN OF CORTE MADERA
Date 5/7/96 By Duncan M. Richardson

TOWN OF FAIRFAX
Date 5/22/96 By

TOWN OF ROSS
Date By

TOWN OF SAN ANSELMO
Date 5-23-96 By

TOWN OF TIBURON
Date 4/8/96 By

EXHIBIT A.
1994 DISPOSAL

	1994 DISPOSAL(tons)			TOTAL
Franchised Haulers	Garbage & Debris	Self-Haul	Commercial	TONS
Bay Cities	11,193	N/A	N/A	11,193
Fairfax	4,158	N/A	N/A	4,158
Marin Sanitary	53,007	N/A	N/A	53,007
Mill Valley Refuse	28,074	N/A	N/A	28,074
Novato Disposal	33,272	N/A	N/A	33,272
San Anselmo	7,271	N/A	N/A	7,271
Shoreline	6,742	N/A	N/A	6,742
Tam CSD	2,321	N/A	N/A	2,321
Total Franchised Hauler	146,038	N/A	N/A	146,038
Facilities				
Landfills				
West Marin				
Redwood		1,755	3,879	5,634
Total Landfills		7,747	15,220	22,967
MSS Transfer Station		9,502	19,099	28,601
Marin Resource Recovery			3,722	3,722
		18,582	6,214	24,796
TOTALS				
	146,038	28,084	25,313	203,157

REVISED HAZARDOUS AND SOLID WASTE JOINT POWERS AGREEMENT COUNTY OF MARIN

This Agreement is entered into this 1st day of July, 1996 pursuant to the provisions of Title 1, Division 7, Chapter 5, Article 1 (Section 6500 et seq.) of the California Government Code relating to the joint exercise of powers among the following parties: The County of Marin (hereafter referred to as the "County"), the Cities of Belvedere, Larkspur, Mill Valley, Novato, San Rafael, and Sausalito, and the Towns of Corte Madera, Fairfax, Ross, San Anselmo, and Tiburon (hereafter collectively referred to as the "Cities and Towns"), which are all within the County of Marin.

PREAMBLE

The principal objectives of the agencies signatory to this agreement are as follows:

A. Scope of the Agreement. The principal responsibilities of the new Authority, established by this Agreement, are to meet the goals of the Source Reduction and Recycling Element mandated by State Public Resources Code Sections 40900 to 43000 and the adoption and implementation of the Household Hazardous Waste Element required by Sections 25135 to 25135.8 of the Health and Safety Code.

Responsibilities for programs in the Certified Unified Program Agency (CUPA), which include the Hazardous Materials Business Plan Program, Risk Management and Prevention Plan Program, Aboveground Storage Tank Program, Underground Storage Tank Program, the Hazardous Waste Generator Program and the Tiered Permit On-Site Treatment Program, are to be managed as provided for by state law. The County will administer these programs for the County, Cities and Towns.

Operation of a household hazardous waste collection program is also managed by state law. The County, the Cities and Towns will establish a local program that is available to their residents.

B. Limiting Membership in the Authority. Membership in the Authority will be limited to the County, the Cities and Towns. The districts included under the previous agreement are not signatories to this agreement and will not serve in any governing role. Representatives of the districts would continue to be included on the AB 939 Local Task Force.

C. Governing Structure. The day-to-day administration of the Authority will be vested with an Executive Committee responsible to the Board of Directors for the administration and management of Authority affairs. The Executive Committee will be comprised of the Chair and Vice Chair of the governing Board plus three Board members from the County, the City of San Rafael and the City of Novato.

The Board of Directors shall be comprised of one representative for each member agency.

The Board member may be a member of the agency's City/Town Council or Board of Supervisors or the agency's staff.

A majority of the members of the Board of Directors will constitute a quorum for purposes of conducting business, and a majority of a quorum will be authorized to act on behalf of the Authority.

D. AB 939 Local Task Force. The Board will establish and be advised by an AB 939 Local Task Force, whose composition, duties and authority are specified in Public Resources Code Section 40950. The Task Force will include at least two representatives of waste haulers, one representative of an environmental organization, two representatives of special districts involved in the regulation and disposal of waste, and five public representatives with technical expertise in solid waste, recycling and organics management appointed by the member agencies serving on the Executive Committee established in this Agreement.

If a conflict between this preamble and the specifications contained in Article 1 through Article 17 is presented, it is the intent of this Agreement that the Articles are to be considered determinative.

ARTICLE 1: FACTS AND DECLARTAIONS

Solid Waste Management

WHEREAS, Sections 40900 to 43000 of the State Public Resources Code requires the County and each of its Cities to prepare, adopt, and implement source reduction and recycling elements and requires the County to prepare a county-wide siting element and a county integrated waste management plan; and

WHEREAS, the County, Cities, and Towns believe it would be to their mutual advantage and the public benefit to coordinate their power and authority to implement integrated waste management programs which meet the waste management requirements of State law; and

Hazardous Waste Management

WHEREAS, Government Code Section 66780.8 and Health and Safety Code Section 25135 through 25135.8 establishes a planning process and requirements for the preparation, adoption, amendment, administration, and enforcement of County hazardous waste management plans: and

Existing Solid Waste Management System

WHEREAS, an effective system of solid waste collection, recycling, diversion and disposal currently exists within the county involving franchised waste haulers.

Role of Districts

WHEREAS, the Sanitary Districts of Almonte, Alto, Homestead Valley, Las Gallinas, Novato, and Ross Valley, and the Community Service Districts of Marin City and Tamalpais, and the Bolinas Community Public Utility District, and the Strawberry Recreation District and the Stinson Beach County Water District (hereafter collectively referred to as the "Districts") play a role in the regulation of the existing solid waste management system and will continue to exercise responsibilities in the effort to fully comply with State solid waste diversion goals; and

WHEREAS, the County, Cities and Towns acting through this Agreement intend to strengthen the existing solid waste management system in the operation and development of future waste management activities; and

Joint Planning and Implementation

WHEREAS, the County, Cities and Towns believe that many of the programs and facilities described in the above mentioned elements and plans will be both long-term and most cost-effectively provided on a multi-jurisdictional or county-wide basis; and

WHEREAS, the County, Cities and Towns believe that a separate, special purpose agency responsible for, and capable of, preparation, adoption, revision, amendment, administration, and enforcement of the Marin County Integrated Waste Management Plan and, the Marin County Hazardous Waste Management Plan (hereafter referred to as the "Plans"), and planning, financing, implementing, managing, and maintaining of the related programs would be most cost-effective on a County-wide basis; and

WHEREAS, the Joint Exercise of Powers Act (Government Code Section 6500 et seq.) provides for joint action by two or more public agencies, and Public Resources Code section 41823 authorizes a city or county or agency formed under a joint exercise of powers agreement for the purpose of preparing and implementing source reduction and recycling elements on a county-wide integrated waste management plan; and

WHEREAS, it is the intent of the contracting agencies to utilize these statutory authorizations in this Agreement; and

Public Involvement

WHEREAS, the County, Cities and Towns intend to encourage ongoing community involvement in the development and implementation of future solid and hazardous waste activities by utilizing an AB 939 Task Force, advisory committees, community meetings, and other similar mechanisms to obtain public participation in these activities; and

Legislation and Markets

WHEREAS, the County, Cities and Towns intend to actively promote markets for recycled materials and advocate legislation which furthers the reduce, reuse, recycle hierarchy; and

Promoting Cost Effective Programs

WHEREAS, in the planning and implementation of countywide programs, the County, Cities and Towns intend to give particular attention to the cost-effectiveness of programs; and

Sharing Of Costs In An Equitable Manner

WHEREAS, it is the intent of the County, Cities and Towns that costs for planning and implementing solid and hazardous waste programs will be based on a fair and equitable allocation system that considers previous investments of each member, the relative benefits to each member and the actual cost of service; and

NOW, THEREFORE, the Agencies agree as follows:

ARTICLE 2: DEFINITIONS

Certain words as used in this Agreement shall be defined as follows:

A. **"Agencies"** shall mean the County, Cities and Towns.

B. **"Agreement"** shall mean this agreement that establishes the County of Marin Hazardous and Solid Waste Joint Powers Authority.

C. **"Authority"** shall mean the County of Marin Hazardous and Solid Waste Joint Powers Authority.

D. **"Board"** shall mean the governing body of the County of Marin Hazardous and Solid Waste Joint Powers Authority.

E. **"County"** shall mean the County of Marin.

F. **"Cities"** shall mean the cities of Belvedere, Larkspur, Mill Valley, Novato, San Rafael, and Sausalito.

G. **"Towns"** shall mean the Towns of Corte Madera, Fairfax, Ross, San Anselmo, and Tiburon.

H. **"Executive Committee"** shall mean the committee composed of the Chair and Vice-Chair of the Governing Board plus three additional members of the Governing Board as appointed by the Governing Board.

I. **"Hazardous Waste Facility"** shall mean a facility which includes all contiguous land and structures used for the handling, treating, recycling, storing or disposing of hazardous wastes.

J. **"Members"** shall mean the County, Cities or Towns which are signatories to this Agreement.

K. **"Quorum"** shall mean a majority of the Board Members.

ARTICLE 3: PURPOSE

3.1 Purpose of Agreement

The purpose of this Agreement is to establish a public entity separate from the County and each of the Cities and Towns. This public entity is to be known as the County of Marin Hazardous and Solid Waste Joint Powers Authority (hereafter referred to as the "Authority").

3.2 Purpose of Authority

The purpose of the Authority shall be to comply with Sections 40900 to 43000 of the Public Resources Code, Section 66780.8 of the Government Code and Health and Safety Code Sections 25135 through 25135.8.

a. Prepare, adopt, revise, amend, administer and enforce hazardous waste and solid waste plans.
b. Plan, finance, implement, manage and/or monitor multi-jurisdictional or county-wide programs and facilities related to the plans.
c. And other new requirements imposed on the member agencies by future acts of the State or Federal Government as agreed by the member agencies.

ARTICLE 4: CREATION OF MARIN COUNTY WASTE MANAGEMENT AUTHORITY

4.1 Creation of Authority

There is hereby created by the County, Cities and Towns of Marin the Marin County Hazardous and Solid Waste Management Authority to exercise in the manner set forth in this Agreement the powers common to each of the Agencies.

4.2 Separate Entity

The Authority shall be a public entity separate from the Agencies. Pursuant to Government Code Section 6503.5, notice of the Agreement shall be filed with the Secretary of State within 30 days of this Agreement's effective date. Pursuant to Government Section 6508.1 the debts, liabilities and obligations of the Authority shall not constitute the debts, liabilities or obligations of any parties to the Agreement.

ARTICLE 5: POWERS OF THE AUTHORITY

5.1 General Powers

The Authority shall have any and all powers authorized by law to the parties and may:

a. Prepare, adopt, revise, amend, administer and enforce the provisions of the Plans;
b. Evaluate and recommend programs designed to achieve compliance with AB 939 in a cost effective manner,
c. Implement those programs for member agencies that choose to participate under section 6.2 of this Agreement;
d. Advise the members on issues related to regional hazardous and solid waste facilities and programs;
e. Advocate the interests of the members related to regional hazardous and solid waste facilities and programs with local, state and federal officials;
f. Plan for regional hazardous and solid waste facilities and programs;
g. Develop regional hazardous and solid waste programs;

h. Develop markets for the reuse of recyclable materials;
i. Contract for the operation of regional hazardous and solid waste facilities and programs;
j. Regulate rates of regional hazardous and solid waste facilities and programs;
k. Advise on matters of hazardous and solid waste rates and charges.

Nothing in this Agreement shall be construed to authorize franchise of solid waste collection.

5.2 Specific Powers

In carrying out its general powers granted pursuant to the statutes noted in Section 5 .1, the Authority is hereby authorized to perform all acts necessary for the exercise of said powers which may include but are not limited to the following:

a. Adopt ordinances and resolutions,
b. Monitor performance,
c. Make and enter into contracts,
d. Apply for and accept grants, advances, and contributions,
e. Employ or contract for the services of agents, employees, consultants and such other persons or firms as it deems necessary,
f. Conduct studies,
g. Acquire, hold or dispose of property,
h. Sue and be sued in its own name,
i. Appoint and retain legal counsel as necessary to fulfill its powers, duties and responsibilities under this Agreement
j. Incur debts, liabilities or obligations subject to limitations herein set forth,
k. Levy and collect fees and charges, including administrative and operating costs, as provided in this Agreement or by law, against all entities to which the Agreement or law applies,
l. To adopt, as authorized by law, ordinances or resolutions necessary to carry out the purposes of this Agreement,
m. Issue bonds, subject to the provisions and limitations of the Government Code of the State of California,
n. Adopt annually, by July 1 of each fiscal year, an annual workplan and corresponding budget setting forth all administrative, operational and capital expenses for the Authority, and
o. Implement the programs authorized in Article 6, and
p. Indemnify the member agencies pursuant to Article 10.

5.3 By-Laws

The Board may adopt from time to time such policies, procedures, by-laws, rules or regulations for the conduct of its affairs as may be required.

ARTICLE 6: PROGRAMS OF THE AUTHORITY

6.1 Basic Programs of the Authority

It is agreed that the following functions will form the basic minimum programs to be undertaken by the Authority on behalf of all of the member agencies.

a. Administration. Administrative functions of the Authority as related to this section.
b. Planning. Preparation, amendment, administration and monitoring of the county-wide portions of the AB939 plans. This includes: the Source Reduction and Recycling Element, the Household Hazardous Waste Element, the Solid Waste Facility Siting Element, the Non-Disposal Facility Element and the Countywide Integrated Waste Management Plan.
c. Monitoring and Reporting. Comply with the requirements of the various identified statutes to maintain and report on efforts to meet the waste diversion goals of State law.
d. Compliance Review. Develop, evaluate and recommend various programs designed to bring about compliance with AB 939 requirements for member agencies that choose to participate under section 6.2.
e. Legislation. Track legislation pertaining to hazardous and solid waste issues and recommend position statements to the Board of Directors.

6.2 Agency Election to Participate in Authority Programs

Except for the basic programs listed in Section 6. l above, member agencies may, by formal action of their governing boards, choose whether or not they wish to participate in and fund programs to be developed by the Authority.

6.3 Contract with County and/or Others

The Authority intends to contract with the County and others to perform the programs as listed in Section 3 .2, "Purpose of Authority" and the "Basic Programs" of the Authority listed in Section 6.1. of this Agreement.

ARTICLE 7: ORGANIZATION OF AUTHORITY

7.1 Members

a. The County, Cities and Towns may enter into this Agreement by July 1, 1996.
b. The County, and any City or Town may be considered for membership in the Authority after July 1, 1996, by presenting an adopted resolution to the Board which includes a request to become a member of the Authority and Board and upon a majority affirmative vote of a quorum of the Board accepting the County, City or Town and upon payment of any charges and upon satisfaction of any conditions established by the Board as a prerequisite for membership.

7.2 Board

a. The Authority shall be governed by the "Board" which shall exercise all powers and authority on behalf of the Authority.
b. The Board shall consist of one member of the governing body or the chief administrative officer of the County and each of the Cities and Towns which are party to this Agreement. Upon execution of this Agreement, the governing body of the County and each of the Cities and Towns shall appoint its member of the Board and another member to serve as an alternate to the Board, to serve in the absence of the regular member. Each member and alternate shall serve at the pleasure of the governing body of the appointing agency. Any change in appointment of a member or alternate shall be by action of the governing body of the appointing agency.
c. A majority of the members of the Board shall constitute a quorum for the transaction of business. The Authority shall act upon majority vote of those in attendance, each member having one vote, of the members of the Board.
d. The Board shall elect by majority vote, from its members, a Chair and Vice Chair. The Chair shall represent the Authority and execute any contracts and other documents when required by the Rules of Procedure and/or By-Laws. The Vice-Chair shall serve in the absence of the Chair.

7.3 Executive Committee

a. The Executive Committee shall be responsible to the Board for the administration and management of Authority affairs, for the provision of assistance and advice to the Board.
b. The Executive Committee shall be composed of the Chair and Vice-Chair plus three other members of the Governing Board elected by the Board. Three of the committee members must be from the County, San Rafael, and Novato. One representative shall be selected by the Southern Marin cities of Sausalito, Tiburon, Belvedere and Mill Valley. One representative shall be selected by the Ross Valley cities of Ross, San Anselmo, Fairfax, Larkspur and Corte Madera.
c. Three members of the Executive Committee shall constitute a quorum for the transaction of business. No action shall be taken by the Executive Committee except upon a majority affirmative vote of the quorum (each member having one vote) of the members of the Executive Committee.

d. Members shall serve two-year terms and may be reappointed.

7.4 Additional Committees

a. The member agencies shall establish an AB 939 Local Task Force whose composition, duties and authority are described in Public Resource Code Section 40950. The Task Force so established shall be advisory to the Governing Board established under this Agreement.
b. The AB 939 Local Task Force shall include at least two representatives of waste haulers, one representative of an environmental organization, two representatives of special districts involved.in the regulation and disposal of waste, and five public representatives appointed by the member agencies serving on the Executive Committee established under this Agreement.
c. In addition to the Executive Committee and an AB 939 Local Task Force, the Board may from time to time establish additional committees to carry out Authority purposes, and appoint committee members from the Board, the legislative bodies or administration of member agencies, Authority staff, and/or staff of the member agencies. The Board may also establish and appoint members to citizen's advisory committees as deemed appropriate.
d. To the extent practical, the Board shall appoint members to committees in such a manner as to encourage the broadest possible participation of the member agencies.

ARTICLE 8: MEETINGS AND REPORTS

8.1 Board Meetings

a. The Board shall hold at least one (1) regular meeting each year as determined by the by-laws.
b. Special meetings of the Board may be called in accordance with the provision of Section 54956 of the California Government Code.

c. All meetings of the Board shall be held subject to the provisions of the Ralph M. Brown Act (Sections 54950 et. seq. of the California Government Code), and other applicable laws of the State of California requiring notice be given of meetings of public bodies.
d. Minutes of all Board meetings will be kept and shall, as soon as possible after each meeting, be forwarded to each member and alternate member of the Board.
e. The Chair of the Board shall cause correspondence to be prepared and delivered as directed by the Board.

f. The public agency with whom the Authority contracts with to provide services shall be the keeper of the official records of the Authority.

8.2 Executive Committee Meetings

a. The Executive Committee shall hold at least one (1) meeting each quarter.
b. Special meetings of the Executive Committee may be called by the Chair, or by a majority of the members of the Executive Committee or at the direction of the Board.
c. Minutes of all Executive Committee meetings will be kept and shall, as soon as possible after each meeting, be forwarded to members of the committee and to each member and alternate member of the Board.

8.3 Other Committee Meetings

a. Other Committee's shall hold meetings as may be called by the Committee Chair, or a majority of the members.
b. Minutes of all meetings will be kept and forwarded to members of the committee and to each member and alternate of the Board.

8.4 Progress Reports

At least annually, a report on the progress toward achieving the diversion goals of state law shall be prepared and distributed to members of the Governing Board.

ARTICLE 9: FUNDING

9.1 Authority Budget

The Board shall adopt an annual budget for the Authority's activities within ninety (90) days of the effective date of this Agreement and by June l of each succeeding year. Public funds may not be disbursed by the Authority without adoption of the approved budget and all receipts and disbursements shall be in strict accordance with the approved budget. The budget shall identify the programs of the Authority and allocate funds by program. The budget and accounting system shall account for direct and overhead costs by program. The Board shall allocate these costs for each program with the adoption of the annual budget.

9.2 Funding of the Authority

The Authority has the need and legal authority to levy fees and charges for programs, services and permits. The Authority is authorized to levy fees for only those programs identified in Section 6.1. Basic Programs of the Authority, and Section 6.2, Agency Election to Participate in Authority Programs. The funding for programs identified in Section 6.1 should be as specified in Section 9.2.B. The Authority is also authorized to levy fees and charges for administrative activities, permits and programs with independent funding.

a. The Basic Programs of the Authority defined in Section 6.1 shall be funded as follows and adjusted annually as may be needed to fund the Basic Programs.
    i. A fee shall be charged directly to every franchised solid waste hauler in Marin County. The fee shall be based on a rate per ton of solid waste collected and disposed based on the 1994 disposed tonnages listed on Exhibit A attached to this Agreement. Exhibit A shall be amended within ninety (90) days after a member agency approves a new franchise and a fee shall be established in a manner determined by the Executive Committee. The base year will be adjusted every two years starting in July 1, 1998 based on the most recent state certified tonnages. The fee is to be paid in two equal payments due July 30 and January 30 of each year.
    ii. A fee shall be charged at all permitted landfills in Marin County to all non-franchised haulers. The fee shall be based on a rate per ton for all tons of waste disposed at the landfill. The landfills shall forward these fees collected on a monthly basis.
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c. The Authority may charge fees to the extent allowed by law for administrative services rendered to the public or any member agencies such as, but not limited to, copying, processing fees, legal costs, preparation of reports, etc. The Authority may also charge to the extent allowed below for programs intended to be fully cost covering, such as permit fees, applications, EIRs, educational materials, such as decals and pamphlets, monitoring of any programs, permits or application approvals. All fees under this Section shall be approved by the Board of Directors in conjunction with the annual adoption of this Authority's budget.

<u>9.3 Duties of Treasurer</u>

a. The Board shall appoint a Treasurer from among the senior management staff of the member agencies. The Treasurer shall be either the County Auditor/Controller, or the Treasurer Tax Collector or the Finance Director of one of the members.
b. The Treasurer shall serve as the depository and have custody of all Authority funds and establish and maintain such books, records, funds, and accounts as may be required by reasonable accounting practice, Government Code section 6505.The books and records of the Authority shall be open to inspection at all reasonable times to the County, Cities, and Towns and their representatives.
c. The Treasurer, within ninety (90) days after the close of each fiscal year (which shall be from July l to June 30), shall give a complete written report of all financial activities for such fiscal year to the County, Cities, and Towns.
d. The Treasurer shall prepare such financial reports as may be directed by the Board or Executive Committee.
e. The Treasurer shall cause an independent annual audit of the accounts and records to be conducted by a certified public accountant in compliance with the requirements of section 6505 of the Government Code and generally accepted auditing standards.

9.4 Debts and Liabilities

No debt, liability, or obligation of the Authority shall constitute a debt, liability, or obligation of any Agency and each party's obligation hereunder is expressly limited only to the appropriation and contribution of such funds as may be levied pursuant to this Agreement or as the parties hereto may agree.

9.5 Disposition of Authority Funds Upon Termination

a. In the event of termination of the Authority where there is a successor public entity which will carry on the activities of the Authority and assume its obligations, Authority funds, including any interest earned on deposits remaining upon termination of the Authority and after payment of all obligations shall be transferred to the successor public entity.
b. If there is no successor public entity which would carry on any of the activities of the Authority or assume any of its obligations, Authority funds, including any interest earned on deposits, remaining upon termination of the Authority and after payment of all obligations, shall be provided in proportion to the contribution of each agency's ratepayers contributed during the term of this Agreement. Any such Authority funds received in this manner shall be used to defray the Agency's cost of hazardous and solid waste management programs or facilities.
c. If there is a successor public agency which would undertake some of the functions of the Authority and assume some of its obligations, Authority funds, including any interest earned on deposits, remaining upon termination of the Authority and after payment of all obligations, shall be allocated by the Board between the successor public entity and member agencies.

d. In the event the Authority is terminated under circumstances falling with (b) or (c) above, all decisions of the Board with regard to determinations of amounts to be transferred to member agencies or any successor shall be final.

9.6 Financial Liability of Member Agencies

In the event of a default by the Authority, the member agencies shall be liable for the Authority's debts in a proportion equal to the contribution of each agency's ratepayers to the funding of the Authority.

ARTICLE 10: INDEMNIFICATION

The Authority shall acquire such insurance protection as is necessary to protect the interest of the Authority, the County, Cities, Towns and the public. The Authority created by this Agreement shall assume the defense of and indemnify and save harmless the County, Cities, Towns and each of their respective officers, agents and employees, from all claims, losses, damages, costs, injury and liability of every kind, nature and description directly or indirectly arising from the performance of any of the activities of the Authority or the activities undertaken pursuant to this Agreement.

ARTICLE 11: EFFECTIVE DATE

This Agreement shall become effective when two-thirds (2/3) of the Cities, Towns and the County execute the Agreement, but not before July 1, 1996.

ARTICLE 12: TERMINATION

This Agreement may be terminated by the Board upon notice of withdrawal being received from a majority of the member agencies. Upon termination, payment of the obligations and division of the property of the Authority shall be conducted pursuant to Section 9.5 of Article 9 of this Agreement.

ARTICLE 13: AMENDMENTS

This Agreement may be amended only upon the two-thirds (2/3) affirmative vote of the Board.

ARTICLE 14: WITHDRAWAL

Any City, Town, or the County may withdraw from this Agreement effective July 1st of any year upon ninety (90) days, prior to the end of the fiscal year, written notice to the Authority. Upon withdrawal, a City, Town, or the County retains its financial obligations for current contracts executed to fulfill this Agreement, assumes responsibility for its obligations under AB 939, and assumes that responsibility at its own expense.

ARTICLE 15: SEVERABILITY

If any provision of this Agreement or its application to any person or circumstances is held invalid, the remainder of this Agreement and the application of the provision to other persons or circumstances shall not be affected.

ARTICLE 16: NOTICES

All notices to Agencies shall be deemed to have been given when mailed to the governing body of each agency.

ARTICLE 17: AGREEMENT COMPLETE

The foregoing constitutes the full and complete Agreement of the parties. There are no oral understandings or agreements not set forth in writing herein.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their proper officers thereunder duly authorized and effective as of the date of execution of all parties hereto.

ARTICLE 18: DESIGNATED ENTITY

This Amendment shall become effective when representatives of all of the parties have executed it and shall continue in full force and effect until terminated by an agreement executed by all parties.

Except as expressly modified by this Amendment, all other terms and conditions of the Agreement not specifically modified, amended or superseded herein remain unchanged and in full force and effect.

This Amendment may be executed in any number of counterparts, each of which will be entitled to be the original and all of which will constitute one and the same agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their proper officers thereunder duly authorized and effective as of the date of execution of all parties hereto.

COUNTY OF MARIN
Date 04-09-96 By: _____
CHAIRMAN

CITY OF BELVEDERE
Date 5·22·96 By _____
CITY OF LARKSPUR
Date May 15, 1996 By _____
CITY OF MILL VALLEY
Date May 22, 1996 By _____
CITY OF NOVATO
Date 4/23/96 By Pat Eklund, Mayor Pro Tem
CITY OF SAN RAFAEL
Date 5/22/96 By _____
CITY OF SAUSALITO
Date 6/6/96 By _____
TOWN OF CORTE MADERA
Date 5/7/96 By Susan M. Richardson
TOWN OF FAIRFAX
Date 5/22/96 By _____
TOWN OF ROSS
Date 5/13/96 By _____
TOWN OF SAN ANSELMO
Date 5-23-96 By _____
TOWN OF TIBURON
Date 4/8/96 By _____

EXHIBIT A.

1994 DISPOSAL

	1994 DISPOSAL (TONS)			TOTAL TONS
Franchised Haulers	Garbage & Debris	Self-Haul	Commercial	
Bay Cities	11,193	N/A	N/A	11,193
Fairfax	4,158	N/A	N/A	4,158
Marin Sanitary	53,007	N/A	N/A	53,007
Mill Valley Refuse	28,074	N/A	N/A	28,074
Novato Disposal	33,272	N/A	N/A	33,272
San Anselmo	7,271	N/A	N/A	7,271
Shoreline	6,742	N/A	N/A	6,742
Tam CSD	2,321	N/A	N/A	2,321
Total Franchised Hauler	146038	N/A	N/A	146038
Facilities				
Landfills				
West Marin		1,755	3,879	5,634
Redwood		7,747	15,220	22,967
Total Landfills		9,502	19,099	28,601
MSS Transfer Station			3,722	3,722
Marin Resources Recovery		18,582	6,214	24,796
TOTALS	146038	28,084	25,313	203,157

AMENDMENT TO REVISED HAZARDOUS AND SOLID WASTE JOINT POWERS AGREEMENT COUNTY OF MARIN

This AMENDMENT, is entered into this __ day of ____, 2023 pursuant to the provisions of Title 1, Division 7, Chapter 5, Article 1 (Section 6500 et seq.) of the California Government Code relating to the joint exercise of powers among the following parties: The County of Marin (hereafter referred to as the "County"), and the Cities of Belvedere, Larkspur, Mill Valley, Novato, San Rafael, and Sausalito, and the Towns of Corte Madera, Fairfax, Ross, San Anselmo, and Tiburon (hereafter collectively referred to as the "Cities and Towns"), which are all within the County of Marin.

WITNESSETH:

WHEREAS, County, Cities and Towns entered into a Revised Hazardous and Solid Waste Joint Powers Agreement (“Agreement”) dated July 1, 1996 for the mutual exercise of certain functions to meet the goals of the Source Reduction and Recycling Element mandated by State Public Resources Code Sections 40900 to 43000 and the adoption and implementation of the Household Hazardous Waste Element required by Sections 25135 to 25135.8 of the Health and Safety Code; and

WHEREAS, effective June 30, 2023, the City of San Rafael desires to terminate its agreement to operate the Household Hazardous Waste program on behalf of the Marin County Hazardous and Solid Waste Management Joint Powers Authority; and

WHEREAS, the parties seek to make amendments to the Agreement to clarify the Agreement terms.

NOW, THEREFORE, in consideration of the mutual promises and covenants hereinafter contained, the parties hereto do hereby amend the Agreement as follows:

1. The Second Paragraph of Section A of the Preamble (Scope of the Agreement) is hereby amended and restated in its entirety and shall hereafter be and read as follows:

   Responsibilities for programs in the Certified Unified Program Agency (CUPA), which include the Hazardous Materials Business Plan Program, Risk Management and Prevention Plan Program, Aboveground Storage Tank Program, Underground Storage Tank Program, the Hazardous Waste Generator Program and the Tiered Permit On-Site Treatment Program, are to be managed as provided for by state law. The County will administer these programs for the County, Cities and Towns.

2. Section D of the Preamble (AB 939 Local Task Force) is hereby amended and shall hereafter be and read as follows:

   The Board will establish and be advised by an AB 939 Local Task Force, whose composition, duties, and authority are specified in Public Resources Code Section 40950. The Task Force will include at least two representatives of waste haulers, one representative of an environmental organization, two representatives of special districts involved in the regulation and disposal of waste, and five public representatives with technical expertise in solid waste, recycling and organics management appointed by the member agencies serving on the Executive Committee established in this Agreement.

3. Article 18 is added to the Agreement as follows:

   <u>ARTICLE 18: DESIGNATED ENTITY</u>
   Except as otherwise permitted by law, and pursuant to Government Code section 6509, the parties hereby designate that the JPA shall be subject to the restrictions upon the manner of exercising its powers that are applicable to the County.

4. This Amendment shall become effective when representatives of all of the parties have executed it and shall continue in full force and effect until terminated by an agreement executed by all parties.

5. Except as expressly modified by this Amendment, all other terms and conditions of the Agreement not specifically modified, amended or superseded herein remain unchanged and in full force and effect.

6. This Amendment may be executed in any number of counterparts, each of which will be entitled to be the original and all of which will constitute one and the same agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their proper officers thereunder duly authorized and effective as of the date of execution of all parties hereto.

COUNTY OF MARIN

Date: _____ Title: _____ Signature: _____

CITY OF BELVEDERE

Date: _____ Title: _____ Signature: _____

CITY OF LARKSPUR

Date: _____ Title: _____ Signature: _____

CITY OF MILL VALLEY

Date: _____ Title: _____ Signature: _____

CITY OF NOVATO

Date: _____ Title: _____ Signature: _____

CITY OF SAN RAFAEL

Date: _____ Title: _____ Signature: _____

CITY OF SAUSALITO

Date: _____ Title: _____ Signature: _____

TOWN OF CORTE MADERA

Date: _____ Title: _____ Signature: _____

TOWN OF FAIRFAX

Date: _____ Title: _____ Signature: _____

TOWN OF ROSS

Date: _____ Title: _____ Signature: _____

TOWN OF SAN ANSELMO

Date: _____ Title: _____ Signature: _____

TOWN OF TIBURON

Date: _____ Title: _____ Signature: _____

CALIFORNIA ENVIRONMENTAL PROTECTION AGENCY

1001 I STREET, SACRAMENTO, CALIFORNIA 95814 • P.O. BOX 2815, SACRAMENTO, CALIFORNIA 95812-2815
(916) 323-2514 • (916) 324-0908 FAX • WWW.CALEPA.CA.GOV

MATTHEW RODRIQUEZ
SECRETARY FOR
ENVIRONMENTAL PROTECTION

EDMUND G. BROWN JR.
GOVERNOR

JAN 3 1 2013

Secretary's Award for Environmental Achievement

The California Environmental Protection Agency is proud to present the Secretary's Award for Environmental Achievement to the County of Marin, Department of Public Works.

The Marin County Department of Public Works was certified by the California Environmental Protection Agency as the Certified Unified Program Agency (CUPA) for Marin County in 1996. Through hard work, dedication, innovation, partnership, and outreach, the Marin County Department of Public Works has developed into an outstanding example of how a moderate sized CUPA can have a large impact. Over the past ten years, three CUPA performance evaluations show that the Marin County CUPA has demonstrated marked improvement, leading to efficient and effective implementation of the Unified Program. In fact the CUPA's last performance evaluation revealed zero program deficiencies and resulted in a performance rating of "Meets or Exceeds" program standards. Very few CUPAs achieve this top-level rating.

The Marin County CUPA is exceeding its inspection frequency requirements in all program elements and has excellent return-to-compliance rates. It has well-trained and knowledgeable management and inspection staff, and it has fully implemented the Aboveground Petroleum Storage Act program and established an excellent working relationship with the Marin County Council. Additionally, the CUPA has developed and implemented a "take back" program for hazardous materials in "big box" stores. The program was successfully implemented using a phased approach, staring with the largest "big box" stores and working down to smaller stores.

In March 2006, the Marin County CUPA absorbed the Unified Program in the City of San Rafael. When the County CUPA initially accepted the City's program, many of the businesses in San Rafael were unaware that they were not in compliance and many were not conducting the required business activities. The Marin County CUPA's approach to developing solid long-term relationships with San Rafael businesses was remarkable. To help ease the transition, the CUPA concentrated on educating and providing technical assistance to these businesses, while ensuring compliance. Part of the educational outreach included conducting introductory site visits and consultation visits lasting up to two hours. During these visits the CUPA inspectors walked the businesses through the laws and regulations to build a positive

working relationship. The inspectors also explained their inspection process so businesses were aware of and were prepared for the next inspection. The Unified Program is now fully implemented in the City of Rafael and a majority of the regulated businesses are in full compliance. This transition was executed effectively and efficiently by the Marin County CUPA, ensuring a smooth transition for over 400 businesses in the City.

The Marin County CUPA has also made significant strides in the implementation of electronic reporting. It has transitioned its data management system to a new data management system provided by Garrison, uploading most of the data from the older system. To help regulated businesses comply with Unified Program reporting, the Marin County CUPA has included additional information in the system that exceeds what is required by the State. The CUPA will also be purchasing equipment to provide electronic inspections, which will be immediately downloaded into the Garrison electronic system in "real-time" and will assist the CUPA in going paperless.

The Marin County CUPA is an excellent example of a moderately sized CUPA that has fully embraced the implementation of the Unified Program. It continues to improve its program to ensure that the most effective and efficient program exists in Marin County. Through unyielding efforts and excellent program implementation, the Marin County CUPA exemplifies the best of the Unified Program.

Matthew Rodriquez
Agency Secretary for Environmental Protection

California Environmental Protection Agency

The Secretary's Environmental Achievement Award

2013

Presented to

Marin County

Department of Public Works

On behalf of the California Environmental Protection Agency, it is with great pleasure that we express to you our appreciation for your agency's key role in the statewide development and implementation of the California Unified Program.

Matthew Rodriquez, Secretary for Environmental Protection

Item 1.6- Attachment 4

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 1.7

MEETING DATE: May 23, 2023

AGENDA TITLE: Consider Adopting a Resolution Declaring June 2023 LGBTQ Pride Month and Directing Staff to Fly the Rainbow Flag Throughout the Month of June at Town Hall

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RECOMMENDATION: Adopt Resolution Declaring June 2023 LGBTQ Pride Month and Directing Staff to Fly the Rainbow Flag Throughout the Month of June at Town Hall

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BACKGROUND

Pride Month is an annual month-long celebration of the LGBTQ community, currently observed in the month of June. The purpose of the commemorative month is to recognize the impact that lesbian, gay, bisexual, and transgender individuals have had on local, national, and international history.

At the June 8, 2021 Town Council meeting, the Town Council directed staff to bring forth on an annual basis an agenda item that would allow the Town of San Anselmo to further show support for Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ) Pride Month by flying the Rainbow Flag during the month of June.

DISCUSSION/ANALYSIS

Under the government speech doctrine, the Town may advance its own speech without requiring viewpoint neutrality when the government itself is the speaker, so long as the Town does not show religious preference, encourage a certain vote in an election or otherwise violate the law.

This request originated from a Councilmember and subsequently by the full Council, and not by a third-party request, staff has determined that the flying of the Rainbow Flag on a Town Hall flagpole would be considered government speech and is consistent with the flagpole policy approved by Resolution No. 4392. Staff therefore seeks Council approval to fly the Pride Flag for the full length of Pride Month in 2023.

FISCAL IMPACT
None

CEQA AND CLIMATE ACTION PLAN CONSISTENCY
The Council's discussion of this item is not a "project" under the California Environmental Quality Act, because it does not involve an activity which has the potential to cause a direct or reasonably foreseeable indirect physical change in the environment. (Cal. Pub. Res. Code § 21065).

ATTACHMENTS
Attachment 1- Draft Resolution

RESOLUTION NO. XXXX

RESOLUTION OF THE SAN ANSELMO TOWN COUNCIL DECLARING JUNE LGBTQ PRIDE MONTH AND DIRECTING STAFF TO FLY THE RAINBOW FLAG THROUGHOUT THE MONTH OF JUNE AT TOWN HALL

WHEREAS, the Town of San Anselmo has a diverse Lesbian, Gay, Bisexual, Transgender, and Questioning (LGBTQ) community and is committed to supporting visibility, dignity, and equity for all people in the community; and

WHEREAS, many of the residents, students, employees, and business owners within the Town of San Anselmo who contribute to the enrichment of our Town are part of the LGBTQ community; and

WHEREAS, June has become a symbolic month in which LGBTQ persons, and supporters, come together in various celebrations of pride; and

WHEREAS, cities across the United States recognize and celebrate June as LGBTQ Pride month; and

WHEREAS, the Town of San Anselmo feels it remains important to communicate its support for inclusivity, equality and respect in our City, and desires to recognize and celebrate June as LGBTQ Pride month; and

WHEREAS, the Town of San Anselmo strives to be a place where all residents and visitors feel accepted and welcome; and

WHEREAS, the Rainbow Flag, also known as the LGBTQ Pride Flag or Gay Pride Flag, has been used since the 1970s as a symbol of LGBTQ pride and social movements; and

WHEREAS, flying the Town's Rainbow Pride Flag at Town Hall throughout the month of June further symbolizes San Anselmo's official recognition of June as LGBTQ Pride month, reflects the Town of San Anselmo's viewpoint, and symbolizes the City's celebration of diversity and support for the LGBTQ community; and

WHEREAS, under the government speech doctrine, the Town may advance its own speech without requiring viewpoint neutrality when the government itself is the speaker, so long as the Town does not show religious preference or encourage a certain vote in an election; and

WHEREAS, this request has originated from a request made by a seated Councilmember,

and subsequently by the full Council, and is consistent with the flagpole policy.

NOW, THEREFORE, the Town Council does resolve as follows:

Section 1.
The Town Council hereby declares the month of June as LGBTQ Pride Month in the Town of San Anselmo and directs staff to fly the Rainbow Pride Flag on a flagpole at Town Hall throughout the month of June.

Section 2.
This resolution shall take effect immediately upon its adoption.

RESOLUTION PASSED AND ADOPTED, at the regular meeting of the San Anselmo Town Council on the 23rd day of May, 2023, by the following vote:

AYES: Councilmember:
NOES: Councilmember:
ABSENT: Councilmember:
ABSTAIN: Councilmember:

_____
STEVE BURDO
MAYOR

ATTEST:

_____
SERGE AVILA
TOWN CLERK

STAFF REPORT

TOWN OF SAN ANSELMO Item #:1.8

MEETING DATE: 5/23/23

AGENDA TITLE: Consideration of Special Event Application -San Anselmo Arts Commission's Beatles in the Park Fundraiser 2023

FROM: Mattie O'Grady – Recreation Supervisor

RECOMMENDATION: That Council approve the San Anselmo Art Commission's application for "Beatles In The Park Tribute" fundraiser scheduled for July 29th, 2023, in Creek Park.

BACKGROUND

This will be the 19th annual Beatles Tribute concert this year. The proceeds from this event help fund Arts Commission projects throughout the year, including the scholarship program, Utility Box Public Art Project, and other partnered projects.

DISCUSSION/ANALYSIS

The annual Beatles Tribute is a ticketed event and attracts an average attendance of 1200 people. Due to the closure of the plaza, the Arts Commission is capping event attendance at 800 this year. This year the Arts Commission will not be hosting beverage or food concession booths at the event, and instead will be encouraging attendees to support local restaurants. This event will be independent of the San Anselmo Live on the Avenue series.

The Arts Commission must manage the event garbage by hauling out or contacting Marin Sanitary. The attached application provides details of the event with comments and conditions from Town staff.

FISCAL IMPACT

There would be no direct fiscal impact to the Town to approve this item.

GENERAL PLAN CONSISTENCY

None

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

The proposed project is exempt from the California Environmental Quality Act (CEQA), under the “common sense” exemption, because it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment. (Cal. Code Regs. tit. 14, § 15061).

ATTACHMENTS

Attachment 1- Event Application

TOWN OF SAN ANSELMO
EST. 1907

TOWN OF SAN ANSELMO
1000 Sir Francis Drake Blvd, Suite # 14
San Anselmo, CA 94960
415-258-4640

APPLICATION FOR COMMUNITY-BASED EVENTS

Please complete this application if you wish to conduct a community-based event (non-commercial) in downtown San Anselmo on public property for more than 50 people or involving the closure of a downtown street for more than fifteen minutes. The application will be reviewed by staff and forwarded to the Town Council for approval.

EVENT INFORMATION

Name of event: Beatles in the Park

Organization(s) presenting the event: San Anselmo Arts Commission

Other event sponsor(s), if any: San Anselmo Arts Commission

Contact Person: Elizabeth Grasso **Phone Number:** 210-414-2069

Address: 525 San Anselmo Ave **Email:** elizabeth@grassos.net

Event Date(s): July 29, 2023

Start and end times: 6-8:30 **Number of attendees (estimate):** 800

Location:

Will alcohol be served or sold?

Yes ☐ No ☑

Brief Event Description:

1. Same Creek Park Public Space Request as prior years however no alcohol or food will be sold on site. (encourage purchase and picnic from local vendors)

~~2. Additional Request-San Anselmo Avenue Street Close at 5PM -~~ Hoping for full British Invasion on the avenue.

Public space requested:

- ☑ **Creek Park**
- ☐ **Pine Street Parking Lot**
- ☐ **Town Hall Lawn**
- ☐ **Imagination Park**
- ☐ **Other:** _____
- ☐ **Creek Park Parking Lot**
- ☐ **Magnolia Parking Lot**
- ☐ **Council Chamber**
- ☐ **Memorial Park**

NOT NECESSARY EMG.

_____ San Anselmo Avenue: from (cross streets) Tamalpais _____ to Tunstead _____
_____ Tunstead Avenue: from (cross streets) _____ to _____
_____ Other street(s): from (cross streets) _____ to _____
_____ Other space use (e.g. parking spaces) _____
_____ Other Facilities: _____

Additional Comments on the Public Space Requested:

EMG

~~Request 1 hour additional avenue close on this date to correspond with creek park beatles open~~.
Timeline: 3PM Creek Park Closure and will call wristbands 4:45 open for special needs
5PM anyone with a wristband can enter

To be qualified for consideration, applicants must fall into one of the following categories:

- Town-Sponsored Events
- Ross Valley* accredited or licensed schools (pre-kindergarten through 12th grade, (both public and private schools)
- Ross Valley* Youth Organized Sporting of Cultural Events
- Organizations located in the Ross Valley* which have received tax-exempt status pursuant to Internal Revenue Service Code Section 501c(3)
- Merchant associations located in incorporated San Anselmo and established as of 2006

*Ross Valley is defined as incorporated and unincorporated areas of San Anselmo, Fairfax, and Ross

Standards & Objectives

The Town Council, with input from downtown merchants, property owners, and local residents, has adopted the following criteria they will consider when reviewing applications for the closure of roadways or other public space in the downtown area.

Does the event:

- ✓ Attract local residents
- ✓ Attract people throughout the Bay Area
- ✓ Attract families
- ✓ Generate interest for people to return and spend money in local businesses
- ✓ Create a positive impact for real estate stimulation
- ✓ Provide a overall positive impact on business
- ✓ Provide an opportunity for downtown merchants to participate in the event
- ✓ Provide access to neighborhood streets during the event
- ✓ Avoid conflicting with a retail holiday
- ✓ Assure public safety
- ✓ Provide adequate parking
- ✓ Benefit the Town
- ✓ Provide access for persons with disabilities
- ✓ Provide for clean-up by event organizers
- ✓ Provide emergency vehicle access
- ✓ Assure that any booths or other structures are designed and placed so that storefronts have access and visibility
- ✓ Allow local businesses to exhibit merchandise on the sidewalk area in front of their stores, without charge, while maintaining wheelchair access

CONDITIONS OF APPROVAL

The following conditions apply to downtown events, unless waived or modified by the Town. Other conditions, as set by the Town Council and staff, may apply to particular events for public safety or other objectives of the Town.

A. **Police**: Off-duty police officers may be required for the event, as determined by the Police Chief, depending on the number of people attending and the nature of the event. Off-duty police officers are required during events where alcohol is served or sold.

B. **Emergency access**: An emergency access lane of at least 14 feet wide must be maintained at all times.

C. **Insurance**: Proof of general liability insurance, naming the Town, its employees, and agents as additional insured, at limits no less than $1,000,000.

D. **Recycling and garbage**: Extra containers for recycling cans and bottles, and garbage cans must be placed throughout the area of the event. Containers and cans are to be emptied when full during the event, and picked up after the event.

E. **Compostable/Disposable Foodware:** In accordance with the Town of San Anselmo's Ordinance 1136 all food vendors will provide takeout food in reusable foodware or compostable disposable foodware, or items composed entirely of aluminum. If a compostable disposable foodware item is not available, an alternative foodware item made of other materials, except polystyrene foam and polystyrene food ware, may be substituted.

F. **Toilet facilities**: Events estimated to attract more than 100 people and lasting more than two hours must provide portable toilets, in the number and location as approved by the Parks superintendent, unless alternate arrangements for toilet facilities are otherwise required or arranged to the approval of the Parks Superintendent. Toilet facilities must be provided for disabled persons at each location where portable facilities are provided. Hand washing facilities must be provided where food is served.

G. **Traffic control**: A traffic and parking control plan, including enforcement measures, must be approved by the Police Chief.

H. **Noticing:** Events that include closure of the street will require advance written notice to businesses and residents on the street(s) that will be closed. These notices must be distributed a minimum of five days prior to the Town Council meeting date that the event application will be considered.

I. **Sales tax**: Persons or businesses selling items as part of the event shall designate San Anselmo as the point of sale for sales tax purposes.

J. **Alcoholic beverages**: A permit is required from the Police Chief and the State Department of Alcohol Beverage Control in order to serve or sell alcoholic beverages. Off-duty police officers are required if alcohol is served or sold.

K. **Fire inspection**: A fire inspection is required of any and all appliances or devices that produce an open or enclosed flame and/or hot materials, including food.

L. **Creek Park**: No more than three booths are allowed inside the turf areas of the park.

M. **Signs and barricades**: Any "No parking signs" that are needed are to be provided by the event organizers, and posted according to the traffic control plan prior to the event. Barricades, detour signs, and other traffic control devices are to be provided by the event organizers.

N. **Parking:** Temporary accessible parking must be provided if a street closure or other event condition renders permanent accessible parking unusable.

O. **Cables**: Cables must be covered so as not to create a tripping hazard. When cable covers are used, they must not create a tripping hazard and must be navigable by wheelchair. The path of travel must be no more than 1:12.

On behalf of the organization applying for the permit to conduct the event, I have read and agree to follow the standards for events, as stated in this application, and have read and agree to follow the permit conditions as stated in this application and those which may be required of me as conditions of approval.

Name: Elizabeth Grasso on behalf of the SA Arts Commission Date: 5/8/23

Elizabeth Grasso

NAME OF EVENT: DATE OF EVENT:

DEPARTMENT	COMMENTS/CONDITIONS	APPROVED BY
POLICE		M. Norton
FIRE		J. Weber
RECREATION	Requires compliance with all ADA regulations.	D. Mauk
PUBLIC WORKS	Requires additional garbage, recycling, and green waste receptacles	S. Condry & J. Healy
ADMINISTRATION		D. Donery
TOWN COUNCIL		

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 1.9

MEETING DATE: May 23, 2023

AGENDA TITLE: Renewal of Community Development Block Grant Cooperation Agreement

FROM: Serge Avila, Town Clerk

RECOMMENDATION: Adopt Resolution authorizing the Mayor to execute, on behalf of the Town, a Community Development Block Grant Cooperation Agreement with the County of Marin.

BACKGROUND

The Community Development Block Grant Program (CDBG) provides grants from the U.S. Department of Housing and Urban Development (HUD) to local governments for housing, community facility, and human service programs serving lower-income people. HOME (Investment Partnerships Program) provides additional assistance for housing activities. Marin County qualifies for these programs because the cities and towns have signed cooperation agreements to participate with the County government in a single joint countywide program. This qualifies Marin County as a HUD "urban county," enabling Marin to receive annual CDBG and HOME grant allocations established by formula.

In 2014, all eleven Marin cities/towns entered into three-year CDBG Cooperation Agreements enabling to obtain formula funds as an urban county. On May 26, 2020 the Council approved the renewal of the Cooperation Agreement to remain eligible to receive funds for the next three fiscal years.

DISCUSSION/ANALYSIS

The 2023 First Amendment to the Cooperation Agreement with County's minor changes to the language as required to comply with the latest HUD guidelines for the urban county qualification is attached. The Town Council can choose to opt out of the Cooperation Agreement and discontinue participation by notifying County staff and the HUD Field Office via letter by June 12, 2023.

FISCAL IMPACT
None

CEQA AND CLIMATE ACTION PLAN CONSISTENCY
The Council's discussion of this item is not a "project" under the California Environmental Quality Act, because it does not involve an activity which has the potential to cause a direct or reasonably foreseeable indirect physical change in the environment. (Cal. Pub. Res. Code § 21065).

ATTACHMENTS
Attachment 1- Draft Resolution
Attachment 2- 1st Amendment to the Cooperation Agreement 2023
Attachment 3- Notification Letter to City Managers
Attachment 4- May 26, 2020 Executed Cooperation Agreement

RESOLUTION NO. XXXX

RESOLUTION OF THE SAN ANSELMO TOWN COUNCIL AUTHORIZING THE EXECUTION OF THE FIRST AMENDMENT TO THE COOPERATION AGREEMENT WITH THE COUNTY OF MARIN FOR THE COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) AND HOME PROGRAMS

WHEREAS, it is mutually desired by the Town of San Anselmo and the County of Marin that they may enter into a Cooperation Agreement, in accordance with the Housing and Community Development Act of 1974, as amended, in order to jointly undertake community renewal and lower income housing assistance activities; and

WHEREAS, as a result of the Cooperation Agreement between the Marin cities and towns and the County of Marin, Marin has received over $79 Million in CDBG and HOME funding for housing and community facilities and public service projects benefitting lower income persons since 1975.

NOW THEREFORE IT IS HEREBY RESOLVED that the Town Council of the Town of San Anselmo approves and authorizes the Mayor, on behalf of the Town, to execute a three-year First Amendment to the Cooperation Agreement with the County of Marin for the Community Development Block Grant Program, the HOME Investment Partnerships Program and the Emergency Solutions Grants Program. The three-year period shall be for the federal Fiscal Years 204, 2025, 2026.

BE IT FURTHER RESOLVED, that the Town hereby adopts the policies included in the First Amendment to the Cooperation Agreement.

I, Serge Avila, Town Clerk of the Town of San Anselmo, hereby certify that the foregoing resolution was duly and regularly introduced and adopted at a regular meeting of the Town Council of said Town held on the 23rd day of May, 2023 by the following vote:
by the following vote:

AYES: Councilmember:
NOES: Councilmember:
ABSENT: Councilmember:
ABSTAIN: Councilmember:

_____
STEVE BURDO
MAYOR

ATTEST:

_____
SERGE AVILA
TOWN CLERK

FIRST AMENDMENT TO THE COOPERATION AGREEMENT BETWEEN THE COUNTY OF MARIN AND TOWN OF SAN ANSELMO FOR A COMMUNITY DEVELOPMENT PROGRAM

This FIRST AMENDMENT ("First Amendment") to that certain Community Development Block Grant and Home Investment Partnerships Program Cooperation Agreement between the County of Marin, a political subdivision of the State of California, hereinafter called "County," and Town of San Anselmo, a municipal corporation of the State of California, located in the County of Marin, hereinafter called "City," collectively referred to as "Parties," dated on or about May 26, 2020 ("Cooperation Agreement"), is hereby entered into between the Parties, effective July 25, 2023.

The purpose of this First Amendment is to renew the Cooperation Agreement for federal fiscal years 2024-2026 and to incorporate into the Cooperation Agreement language as required by the U.S. Department of Housing and Urban Development (HUD), Office of Community Planning and Development (CPD) Notice 23-02.

Accordingly, the County of Marin and the City hereby agree as follows:

1. Amendment to Paragraph 9. Paragraph 9 of the Cooperation Agreement is hereby amended as follows:

> County, City, and all other cooperating cities shall take all actions necessary to assure compliance with the urban county's certification under section 104(b) of Title I of the Housing and Community Development Act of 1974, as amended, and that the grant will be conducted and administered in conformity with ~~regarding~~ Title VI of the Civil Rights Act of 1964, the Fair Housing Act, ~~affirmatively furthering fair housing~~ and the implementing regulations at 24 CFR part 100, and will affirmatively further fair housing. See 24 CFR § 91.225(a) and Affirmatively Furthering Fair Housing Definitions and Certifications (86 FR 30779, June 10, 2021), to be codified at 24 CFR 5.151 and 5.152. County, City, and all other cooperating cities shall also take all actions necessary to assure compliance with Section 109 of Title I of the Housing and Community Development Act of 1974 (which incorporates Section 504 of the Rehabilitation Act of 1973 and the Age Discrimination Act of 1975), and the implementing regulations at 24 CFR part 6, which incorporates Section 504 of the Rehabilitation Act of 1973, and the implementing regulations at 24 CFR part 8, Title II of the Americans with Disabilities Act, and the implementing regulations at 28 CFR part 35, the Age Discrimination Act of 1975, and the implementing regulation at 24 CFR part 146, and Section 3 of the Housing and Urban Development Act of 1968, and other applicable laws.
>
> Use of urban county funds for activities in, or in support of, any cooperating city that does not affirmatively further fair housing within its own jurisdiction or that impedes the county's actions to comply with the county's fair housing certification shall be prohibited. The City must also sign the assurances and certifications in the HUD 424-B, attached hereto.

Pursuant to 24 CFR 570.501(b), City is subject to the same requirements applicable to subrecipients, including the requirement of a written agreement as described in 24 CFR 570.503.

County, City, all other cooperating cities, metropolitan cities, urban counties, units of general local government, Indian tribes, and insular areas that directly or indirectly receive funds provided under Title I of the Housing and Community Development Act of 1974, as amended, may not sell, trade, or otherwise transfer all or any portion of such funds to another such entity in exchange for any other funds, credits, or non-Federal considerations, but must use such funds for activities eligible under Title I of the Housing and Community Development Act of 1974, as amended.

2. Amendment to Fiscal Year References. All references in the Cooperation Agreement to "federal fiscal years 2021, 2022, and 2023" are hereby amended to refer to "federal fiscal years 2021, 2022, 2023, 2024, 2025, and 2026."

3. All Other Provisions Unchanged. All provisions of the Cooperation Agreement not explicitly amended through this First Amendment remain in full force and effect.

4. Authority to Execute Amendment. The person signing on behalf of the Town of San Anselmo certifies to the County that he/she/they has the authority to execute this First Amendment, and that execution of this First Amendment on behalf of the City is in accord with all City processes for obtaining such signature. The person executing this First Amendment on behalf of the City recognizes that the County will rely on this certification in order to procure funds from HUD for use by the City.

IN WITNESS WHEREOF, the Parties have executed the above instrument on the day and year first above written.

COUNTY OF MARIN	TOWN OF SAN ANSELMO
By: _____ Stephanie Moulton-Peters, President Board of Supervisors	By: _____ Mayor
ATTEST:	ATTEST:
_____	_____
Deputy Clerk of the Board	Clerk

MASTER FORM APPROVED AS TO FORM:

Brandon Halter
Deputy County Counsel
County of Marin

Applicant and Recipient Assurances and Certifications

U.S. Department of Housing and Urban Development

OMB Number: 2510-0017
Expiration Date: 1/31/2026

Instructions for the HUD 424-B Assurances and Certifications

As part of your application for HUD funding, you, as the official authorized to sign on behalf of your organization or as an individual, must provide the following assurances and certifications. The Responsible Civil Rights Official has specified this form for use for purposes of general compliance with 24 CFR §§ 1.5, 3.115, 8.50, and 146.25, as applicable. The Responsible Civil Rights Official may require specific civil rights assurances to be furnished consistent with those authorities and will specify the form on which such assurances must be made. A failure to furnish or comply with the civil rights assurances contained in this form may result in the procedures to effect compliance at 24 CFR §§ 1.8, 3.115, 8.57, or 146.39.

By submitting this form, you are stating that all assertions made in this form are true, accurate, and correct.

As the duly representative of the applicant, I certify that the applicant: [Insert below the Name and title of the Authorized Representative, name of Organization and the date of signature]:
*Authorized Representative Name:

*Title:
*Applicant/Recipient Organization:

1. Has the legal authority to apply for Federal assistance, has the institutional, managerial and financial capability (including funds to pay the non-Federal share of program costs) to plan, manage and complete the program as described in the application and the governing body has duly authorized the submission of the application, including these assurances and certifications, and authorized me as the official representative of the application to act in connection with the application and to provide any additional information as may be required.

2. Will administer the grant in compliance with Title VI of the Civil Rights Act of 1964 (42 U.S.C 2000(d)) and implementing regulations (24 CFR part 1), which provide that no person in the United States shall, on the grounds of race, color or national origin, be excluded from participation in, be denied the benefits of, or otherwise be subject to discrimination under any program or activity that receives Federal financial assistance OR if the applicant is a Federally recognized Indian tribe or its tribally designated housing entity, is subject to the Indian Civil Rights Act (25 U.S.C. 1301-1303).

3. Will administer the grant in compliance with Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), as amended, and implementing regulations at 24 CFR part 8, the American Disabilities Act (42 U.S.C. §§ 12101 et.seq.), and implementing regulations at 28 CFR part 35 or 36, as applicable, and the Age Discrimination Act of 1975 (42 U.S.C. 6101-07) as amended, and implementing regulations at 24 CFR part 146 which together provide that no person in the United States shall, on the grounds of disability or age, be excluded from participation in, be denied the benefits of, or otherwise be subjected to discrimination under any program or activity that receives Federal financial assistance; except if the grant program authorizes or limits participation to designated populations, then the applicant will comply with the nondiscrimination requirements within the designated population.

4. Will comply with the Fair Housing Act (42 U.S.C. 3601-19), as amended, and the implementing regulations at 24 CFR part 100, which prohibit discrimination in housing on the basis of race, color, religion sex (including gender identity and sexual orientation), disability, familial status, or national origin and will affirmatively further fair housing; except an applicant which is an Indian tribe or its instrumentality which is excluded by statute from coverage does not make this certification; and further except if the grant program authorizes or limits participation to designated populations, then the applicant will comply with the nondiscrimination requirements within the designated population.

5. Will comply with all applicable Federal nondiscrimination requirements, including those listed at 24 CFR §§ 5.105(a) and 5.106 as applicable.

6. Will comply with the acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended (42 U.S.C. 4601) and implementing regulations at 49 CFR part 24 and, as applicable, Section 104(d) of the Housing and Community Development Act of 1974 (42 U.S.C. 5304(d)) and implementing regulations at 24 CFR part 42, subpart A.

7. Will comply with the environmental requirements of the National Environmental Policy Act (42 U.S.C. 4321 et.seq.) and related Federal authorities prior to the commitment or expenditure of funds for property.

8. That no Federal appropriated funds have been paid, or will be paid, by or on behalf of the applicant, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer or employee of Congress, or an employee of a Member of Congress, in connection with the awarding of this Federal grant or its extension, renewal, amendment or modification. If funds other than Federal appropriated funds have or will be paid for influencing or attempting to influence the persons listed above, I shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying. I certify that I shall require all subawards at all tiers (including sub-grants and contracts) to similarly certify and disclose accordingly. Federally recognized Indian Tribes and tribally designated housing entities (TDHEs) established by Federally-recognized Indian tribes as a result of the exercise of the tribe's sovereign power are excluded from coverage by the Byrd Amendment, but State-recognized Indian tribes and TDHs established under State law are not excluded from the statute's coverage.

I/We, the undersigned, certify under penalty of perjury that the information provided above is true and correct. WARNING: Anyone who knowingly submits a false claim or makes a false statement is subject to criminal and/or civil penalties, including confinement for up to 5 years, fines, and civil and administrative penalties. (18 U.S.C. §§287, 1001, 1010, 1012, 1014; 31 U.S.C. §3729, 3802).

* Signature:

* Date: (mm/dd/yyyy):

Public Reporting Burden Statement: The public reporting burden for this collection of information is estimated to average 0.5 hours per response, including the time for reviewing instructions, searching existing data sources, gathering, and maintaining the data needed, and completing and reviewing the collection of information. Comments regarding the accuracy of this burden estimate and any suggestions for reducing this burden can be sent to: U.S. Department of Housing and Urban Development, Office of the Chief Data Officer, R, 451 7th St SW, Room 4176, Washington, DC 20410-5000. **Do not send completed HUD-424B forms to this address.** This agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless the collection displays a valid OMB control number. The Department of Housing and Urban Development is authorized to collect this information under the authority cited in the Notice of Funding Opportunity for this grant program. The information collected provides assurances and certifications for legal requirements related to the administration of this grant program. HUD will use this information to ensure compliance of its grantees. This information is required to obtain the benefit sought in the grant program. This information will not be held confidential and may be made available to the public in accordance with the Freedom of Information Act (5 U.S.C. §552).

COUNTY OF MARIN

COMMUNITY DEVELOPMENT AGENCY
HOUSING AND FEDERAL GRANTS DIVISION

Sarah Bernstein Jones
DIRECTOR

Leelee Thomas
DEPUTY DIRECTOR

Marin County Civic Center
3501 Civic Center Drive
Suite 308
San Rafael, CA 94903
415 473 6269 T
415 473 7880 F
415 473 2255 TTY
www.marincounty.org/plan

M E M O R A N D U M

TO: City Managers

FROM: Leelee Thomas, Deputy Director

SUBJECT: Renewal of Community Development Block Grant (CDBG) Cooperation Agreements

DATE: May 5, 2023

The Community Development Block Grant Program (CDBG) provides grants from the U.S. Department of Housing and Urban Development (HUD) to local governments for housing, community facilities, and public service programs serving lower-income people. The Home Investment Partnerships Program (HOME) provides additional assistance for affordable housing activities. These programs, totaling over $79 million in funding for Marin County since 1975, have been uniquely effective because they combine a steady stream of federal funding with local control over funding criteria and project selection. All Marin County cities and towns have signed cooperation agreements to participate with the County government in a single joint countywide program. This qualifies Marin County as an “urban county” under HUD, enabling Marin to receive annual CDBG and HOME grant allocations by formula.

In 2020, all the cities and towns in Marin renewed their three-year Cooperation Agreements with the County for federal fiscal years 2021-2023. In order to continue the unified CDBG and HOME programs for fiscal years 2024-26, we are asking all jurisdictions to renew their Cooperation Agreements by formally executing the provided Amendment by **June 30, 2023.** Failure to renew means that your jurisdiction will be considered part of the urban county for fiscal years 2024-2026.

In the Amendment to the Cooperation Agreement, County Staff made minor changes to the language as required to comply with the latest HUD guidelines for the urban county qualification. The draft Amendment is provided with this letter. To continue to receive maximum CDBG and HOME funding, it is crucial that all the cities and towns in Marin renew their commitment.

If you choose to execute the Amendment and remain with the urban county, please note the following:

- You are ineligible to apply for grants under the State CDBG program while you are part of the urban county;

- If the urban county receives HOME and/or Emergency Solutions Grants (ESG), you may only receive a formula allocation under the HOME and ESG programs as a part of the urban county, although this does not preclude you from applying to the State for HOME and ESG funds, if the State allows.

If you choose to opt out of the Cooperation Agreement and therefore discontinue your jurisdiction's participation in the urban county, you must notify County Staff and the HUD Field Office via letter by **June 12, 2023.** If you opt out by this date, your exclusion from the urban county will be effective for federal fiscal years 2024-26 unless you specifically elect to be included in a subsequent year for the remainder of the urban county's three-year qualification period. Failure to respond to this notification by June 12 means that your jurisdiction will be considered part of the urban county for fiscal years 2024-2026.

Additionally, if you wish to continue participating in the CDBG and HOME programs, your jurisdiction must take the following steps:

☐ **The Council passes a formal resolution** to approve and authorize the Mayor to execute, on behalf of the City, a three-year Community Development Block Grant Cooperation Agreement with the County of Marin. For your convenience, a sample resolution is included with this memo.

☐ **The Mayor signs 3 copies of the Amendment to the Cooperation Agreement** – an original signature is required on each copy. HUD will not accept digital signatures or signature stamps. Each copy should be certified by the Clerk.

☐ **The Mayor signs 3 copies of HUD Form 424-B** – an original signature is required on each copy. You may retain one copy for your records.

☐ **By Friday, June 30, mail these documents to County staff:**
- ☐ 3 signed copies of the Amendment to the Cooperation Agreement,
- ☐ 2 signed copies of HUD Form 424-B, and
- ☐ 1 certified copy of the resolution authorizing execution of the Amendment.

Mailing address:
Leelee Thomas, Federal Grants Division
Marin County Community Development Agency
3501 Civic Center Drive, Room 308
San Rafael, CA 94903

Upon receipt of these documents, the County will deliver the Amendment to the Board of Supervisors for signature.

In order to meet the strict deadlines established by HUD, we request that this item be placed on the agenda of your next available Council meeting. Let me know if you would like me to attend your Council meeting, either to make a formal presentation or to be available to answer any questions about the CDBG and HOME programs or the Cooperation Agreements. If you have any questions, please email me at lthomas@marincounty.org.

With your participation, all Marin jurisdictions can continue their impressive near-50-year record of cooperation and achievement in the use of CDBG and HOME funds.

Sincerely,

Leelee Thomas
Deputy Director
Marin County Community Development Agency

Enclosures:

1. 2023 Amendment to Cooperation Agreement
2. HUD Form 424-B
3. Sample Resolution
4. 2020 Cooperation Agreement and Resolution

CC: City Clerk
Planning Director or Housing Manager
Priority Setting Committee Member

COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME INVESTMENT PARTNERSHIPS PROGRAM COOPERATION AGREEMENT

THIS AGREEMENT, entered into this 26 day of May, 2020, by and between Town of San Anselmo, hereinafter referred to as "City" and COUNTY OF MARIN, hereinafter referred to as "County."

WITNESSETH

WHEREAS, the Town of San Anselmo is a duly constituted municipal corporation under the laws of the State of California, and is empowered thereby to undertake essential community renewal and lower-income housing assistance activities; and

WHEREAS, COUNTY OF MARIN is a duly constituted subdivision of the State of California, and is also empowered by State law to undertake essential community renewal and lower-income housing assistance activities; and

WHEREAS, Government Code Sections 6500, et seq., authorize two or more public agencies to jointly exercise any power common to both; and

WHEREAS, it is mutually desired by the parties hereto to enter into a Cooperation Agreement, in accord with the Housing and Community Development Act of 1974, as amended, and applicable Federal rules and regulations adopted pursuant thereto, whereby the parties shall jointly undertake community renewal and lower-income housing assistance activities, including those funded by the Community Development Block Grant Entitlement Program (CDBG), the HOME Investment Partnerships Program (HOME), and the Emergency Solutions Grants Program (ESG); and

NOW, THEREFORE, BE IT HEREBY RESOLVED as follows:

1. The parties hereto agree to cooperate to undertake, or assist in undertaking, community renewal and lower-income housing assistance activities, pursuant to the Housing and Community Development Act of 1974, as amended, the HOME Investment Partnerships Act, as amended, and the Stewart B. McKinney Homeless Assistance Act, as amended. City agrees to undertake, or assist in undertaking, community renewal and lower-income housing assistance activities. This Cooperation Agreement shall become effective for an initial three-year term on October 1, 2020, and be in effect through, and shall not be terminated prior to, September 30, 2023, after which the term shall be automatically renewed unless action is taken by the County or City prior to the end of the term electing not to participate in a new qualification period. This Cooperation Agreement shall automatically renew for participation in successive three-year qualification periods upon expiration of each qualification period, unless the County or the City provides written notice to the other party at by the date specified in HUD's urban county qualification notice for the next qualification period that it is electing to discontinue its participation in this Cooperation Agreement for the successive qualification period. A copy of that notice shall be sent to the other party and to the local Housing and Urban Development (HUD) Field Office, to the designated contacts detailed in Section 16 below. County shall provide City with written notice by the date specified in HUD's urban county qualification notice for the next qualification period of its right not to participate in the urban county for a successive three- year term with a copy of the notification sent to the HUD Field Office City may discontinue its participation by taking those actions set forth by Section 6 of this agreement, in conjunction with notification to the County and HUD as specified herein. In the event that the County proposes to enter into an agreement on terms that would replace or amend the terms of this agreement for any subsequent qualification period then County shall notify City of the terms being proposed as soon as County becomes aware of the need to replace or amend this agreement, but in any event by no later than the date specified in HUD's

a. The Priority Setting Committee will seek to allocate funds based on the principles of geographic equity and the general Community Development Block Grant funding distribution formula used by HUD to determine Marin County's allocation, the latest available countywide data on population, the extent of poverty, and the extent of housing overcrowding, with the provision that the extent of poverty be counted twice. However, a different distribution formula is hereby expressly authorized if and when necessary to comply with Title I of the Housing and Community Development Act of 1974, as amended. Recommendations for the use of funds shall be made by the Priority Setting Committee, as described above in Section 2, and then referred to the Marin County Board of Supervisors. The Marin County Board of Supervisors will make the final funding decisions. If any project submitted by County as a portion of the Community Development Block Grant documentation is found to be ineligible by HUD, the proposed project shall not be funded. In such an event, the County, acting in

received by County may be allocated to projects only through the process described in this Cooperation Agreement.

8. Pursuant to the Cooperation Agreement, County, acting through the Board of Supervisors, shall be the primary general-purpose local governmental unit under the Housing and Community Development Act of 1974, as amended. It shall be the responsibility of County to apply for grants, to administer all funds received, and to undertake or assist in undertaking essential community renewal and lower income housing assistance activities. County shall have the authority to carry out activities which will be funded from annual Community Development Block Grants, from HOME Investment Partnerships Program funds, and from Emergency Solutions Grants Program funds from Federal Fiscal Years 2021, 2022, and 2023, and subsequent three-year periods thereafter, appropriations and from any program income generated from the expenditure of such funds. Records shall be kept by County in accordance with approved accounting procedures, and said records shall be available for public inspection at all times.

9. County, City, and all other cooperating cities shall take all actions necessary to assure compliance with the urban county's certification under section 104(b) of Title I of the Housing and Community Development Act of 1974, as amended, regarding Title VI of the Civil Rights Act of 1964, the Fair Housing Act, and affirmatively furthering fair housing. County, City, and all other cooperating cities shall also take all actions necessary to assure compliance with Section 109 of Title I of the Housing and Community Development Act of 1974 (which incorporates Section 504 of the Rehabilitation Act of 1973 and the Age Discrimination Act of 1975), and other applicable laws.

   Use of urban county funds for activities in, or in support of, any cooperating city that does not affirmatively further fair housing within its own jurisdiction or that impedes the county's actions to comply with the county's fair housing certification shall be prohibited.

   Pursuant to 24 CFR 570.501(b), City is subject to the same requirements applicable to sub recipients, including the requirement of a written agreement as described in 24 CFR 570.503.

   County, City, all other cooperating cities, metropolitan cities, urban counties, units of general local government, Indian tribes, and insular areas that directly or indirectly receive funds provided under Title I of the Housing and Community Development Act of 1974, as amended, may not sell, trade, or otherwise transfer all or any portion of such funds to another such entity in exchange for any other funds, credits, or non-Federal considerations, but must use such funds for activities eligible under Title I of the Housing and Community Development Act of 1974, as amended.

10. City shall inform County of any income generated by the expenditure of Community Development Block Grant funds, HOME Investment Partnerships Program funds, or ESG funds received by City. Any such program income shall be paid to County for use for eligible activities in accordance with all Community Development Block Grant, HOME Investment Partnerships Program, and ESG requirements as may then apply. County has the responsibility for monitoring and reporting to HUD on the use of any such program income, thereby requiring appropriate recordkeeping and reporting by City as may be needed for this purpose. In the event of close-out or change in status of City, any program income that is on hand or received subsequent to the close-out or change in status shall be paid to County.

11. The following standards shall apply to real property acquired or improved in whole or in part using Community Development Block Grant, HOME, or ESG funds that is within the control of a participating City.

The phrase "cooperating unit of general local government" has the same meaning in this Cooperation Agreement as it does in HUD Notice #CPD-13-04.

16. All notices under this agreement shall be in writing (unless otherwise specified) delivered to the parties by hand, by commercial courier service, electronic mail, or by United States mail, postage prepaid, addressed to the parties at the addresses set forth below or such other addresses as the parties may designate by notice.

17. Nothing contained in this agreement shall be construed to create, and the parties do not intend to create, any rights in third parties.

18. Except as otherwise provided herein, this agreement may not be changed, modified or rescinded except in writing, signed by all parties hereto, and any attempt at oral modification of this agreement shall be void and of no effect.

19. This agreement may be executed in multiple originals, each of which is deemed to be an original, and may be signed in counterparts

IN WITNESS WHEREOF, the parties have executed the above instrument on the day and year first above written.

COUNTY OF MARIN

By: _____
Katie Rice, President
Board of Supervisors

CITY OF

By: _____

Mayor

ATTEST:

_____

Deputy Clerk of the Board

ATTEST:

_____

Clerk

MASTER FORM APPROVED AS TO FORM:

Tarisha Bal
Deputy County Counsel
County of Marin

STAFF REPORT

TOWN OF SAN ANSELMO Item #:1.10

MEETING DATE: May 23, 2023

AGENDA TITLE: Adoption of 2023-24 and 2024-25 Measure J Expenditure Plan

FROM: Dave Donery, Town Manager
Sean Condry, Public Works Director
Jeff Zuba, Finance & Admin Services Director

RECOMMENDATION: That the Town Council approve the 2023-24 and 2024-25 Measure J expenditure plan.

BACKGROUND

On July 26, 2022, the Town Council approved a resolution and proposed ordinance calling an election held on November 8, 2022, and submitting to the voters an ordinance enacting a one percent transaction and use tax for general purposes for a period of nine years.

The voters approved the ordinance in the November 8, 2022, election. The sales tax took effect on April 1, 2023, and is being collected by the California Department of Tax and Fee Administration

Although Measure J is a general tax and funds are not required to be dedicated to a specific use, the Council discussed a statement of intent on expenditures to outline, generally, how the Council intends to spend the tax proceeds at the June 28, 2022, Town Council meeting.

As per the Town Council's Statement of Intent on Expenditures for Measure J, the Council intends to use the funding in the following ways:

- Repairing potholes and maintaining streets
- Reducing the impacts of drought with new water sources and storage
- Improving fire protection services
- Maintaining 9-1-1 emergency, firefighter, and paramedic response times
- Maintaining bridges and retaining walls
- Improving and maintaining Town parks

Additionally, confronting escalating climate challenges was also included in the Official Argument in Favor of Measure J as another potential option.

The 2013 Measure D general sales tax focused on road maintenance and improvement. Although roads will remain a focus with Measure J, there are several other potential uses that the Town Council discussed for the general sales tax.

Road Maintenance

As roads remain a focal point of the general sales tax, staff anticipates a portion of Measure J being allocated to road maintenance each year, with the remaining forecasted funds being assigned to a project or category. If a larger project becomes a priority, the general sales tax could be saved as was done with the Town's Measure A Park funds which were set aside for several years until there was enough funding in place to complete the Memorial Park playing fields. An additional consideration is staff bandwidth. Staff will endeavor to create a plan that does not only meet the goals of the Town Council but is realistic for staff.

The Finance & Administrative Services Director will create a separate fund in the financial system called Measure J Sales Tax Fund with the anticipation that sales tax revenue received will be recorded here. For tracking and transparency purposes, all the expenditures related to Measure J-funded projects will also be recorded in this fund. At the end of the fiscal year, if monies are assigned to a specific project by the Town Council that has yet to be completed, those funds can be assigned to that project via the Fund Balance classifications.

On April 6, 2023, the Infrastructure and Fiscal Monitoring Committee (IFMC) reviewed the staff's preliminary 2023-2024 Measure J allocation. The report for the committee was prepared before the March 28, 2023, Town Council meeting where the County of Marin Public Works Department presented the status and future of Building Bridge 2(BB2). As the Town learned that repairing BB2 was not going to be an option, staff and IFMC discussed the state of the Town's infrastructure and areas of need. The IFMC provided staff direction to allocate the 10% from BB2, 7% to buildings, and 3% to parks with no further changes to the draft allocation for 2023-24.

The Measure J allocation plan was introduced at the April 11, 2023, Town Council meeting providing a summary of the types of methods that could be used to allocate the funds. Those methods were to allocate a percentage of the sales tax to each of the Town Council's identified areas of need, or it could be through the creation of a project list where funds could be assigned.

The Town Council reviewed and discussed the 2023-24 and 2024-25 Measure J allocation plan at their May 5, 2023 retreat. Staff's recommendation for the allocation plan utilized a hybrid approach between scheduling percentages towards a specific category along with funding high-priority projects each year. After discussion and

deliberation, the Town Council reached a consensus on the two-year spending plan shown below.

Town of San Anselmo
Measure J Allocation Plan

	2023-24	2024-25
Road Infrastructure	1,457,220	1,318,000
Active Transportation	161,913	131,800
Fire Department		
Station 19 Repairs	50,000	55,000
Drought/Climate/Solar		
Resilient Hub	353,357	269,040
EV Infrastructure/EV Vehicle	70,000	70,000
Well Water Development	30,000	30,000
Parks		
Remove Robson Carriage House	125,000	125,000
Robson Harrington Outdoor Restroom	65,000	60,000
Millennium Playground Remodel	50,000	50,000
Memorial Park Renovations	175,000	175,000
Buildings		
Robson House Interior Restroom	50,000	50,000
ADA access at Robson House	50,000	50,000
Repair/Repainting ICC	135,000	140,000
Visa Room Improvements	30,000	30,000
Bridges	96,000	95,000
BB2	324,000	
Total	3,222,490	2,648,840

The lower lawn renovation at Robson House did not make the list of recommended projects for Measure J, but there was Town Council consensus to use General Fund reserves to complete the project.

FISCAL IMPACT

There is no fiscal impact in connection with the approval of this Measure J allocation plan. Town Council's ultimate decision regarding the use of the Measure J funds will positively impact the Town of San Anselmo and the community. Each project will be discussed in conjunction with the Capital Improvement Plan and each project will also be brought back to the Council for approval.

GENERAL PLAN CONSISTENCY

Not applicable

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

The Council's discussion and approval of this report is not a "project" under the California Environmental Quality Act, because it does not involve an activity which has the potential to cause a direct or reasonably foreseeable indirect physical change in the environment. (Cal. Pub. Res. Code § 21065).

MEETING DATE: May 23, 2023

AGENDA TITLE: Final Approval of 2023-25 Work Plan Priorities

FROM: Linda M. Kenton, Assistant Town Manager and David Donery, Town Manager

RECOMMENDATION: Approve 2023-25 Work Plan Priorities

BACKGROUND

Town staff presents work plan priorities to Town Council, biennially in Spring, in concert with the upcoming budget. The development of work plan priorities or goals in previous years had included retreats with Council and staff, public meetings that involved presentations/activities and online surveys designed to solicit ideas and provide input from San Anselmo residents. Work plan priorities are developed to span a two-year cycle. This allows for improved long-term planning and completion of larger projects. The final FY 2021-23 work plan priorities progress report was presented to Town Council on December 13, 2022.

The current FY 2023-25 work plan priorities and approval timeline were introduced to Council at their April 25 meeting. Potential additions to the proposed work plan priorities were solicited for inclusion in the final plan.

DISCUSSION/ANALYSIS

The Town Council reviewed and discussed the FY 2023-25 work plan priorities at their May 5, 2023 retreat. In addition, eight Council submissions were received and these were considered for adding to the plan. Two were accepted by Council for inclusion. The final work plan priorities are organized by department in Attachment 1 and by category in Attachment 2.

Conclusion

Staff seeks final Council approval for the 2023-25 work plan priorities. The work plan priorities will be included in the Town's annual budget.

FISCAL IMPACT

Impact varies by department and project.

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

The Council's discussion of this item is not a "project" under the California Environmental Quality Act, because it does not involve an activity which has the

potential to cause a direct or reasonably foreseeable indirect physical change in the environment. (Cal. Pub. Res. Code § 21065).

ATTACHMENTS

Attachment 1- FINAL Work Plan Priorities by Department – FY 2023-25
Attachment 2- FINAL Work Plan Priorities by Category – FY2023-25

DRAFT—2023-25 Priorities Work Plan

Finance/Admin Services Workplan

1) Category: Investing in People
   Priority: Town-wide compensation study
   Description: Conduct a Town-wide compensation study. The goal in reviewing employee compensation is to benchmark the Town's salaries with the goal of providing competitive compensation to comparable local municipalities to assist in recruitment and retention of talented employees. Become Employer of Choice.
   Staff Impact: Moderate
   Fiscal Impact: TBD

2) Category: Excelling in Town Services
   Priority: Update Town's Investment Policy
   Description: Update the existing Investment Policy (1997) to reflect best practices and to ensure compliance with federal, state, and applicable laws and regulations.
   Staff Impact: Low
   Fiscal Impact: None

3) Category: Investing in People
   Priority: Implement Ready Set Audit Results for Human Resources
   Description: An audit of the Town's rules, policies, ordinances, and other areas was conducted by Ready Set to assure that they are fair, equitable and completely bias free. As part of that audit, HR wants to implement new recruiting strategies to be sure that we are reaching all potential candidates.
   Staff Impact: Moderate
   Fiscal Impact: Low

4) Category: Investing in People
   Priority: Employee Trainings (Lunch & Learn)
   Description: Develop a Lunch and Learn program, a joint lunch for their employees to encourage learning, foster building strong relationships, and enhancing professional development. Lunch and Learn events offer opportunities for coworkers to share ideas and discuss issues in a relaxed atmosphere.
   Staff Impact: Low
   Fiscal Impact: Low

5) Category: Excelling in Town Services
   Priority: Update Fee Study
   Description: A review of the fee study is needed to ensure that the Town's fees are updated to reflect the latest cost information. The study will identify the full costs of providing each service, including direct, indirect, and overhead costs. Identifying the full

cost of a services will assist in determining the appropriate fee for each service and prevent the subsidization of individual services with taxpayer dollars.
Staff Impact: Low
Fiscal Impact: Low

6) Category: Connecting with the Community
Priority: Town telephone system
Description: Update the current Town phone system from an analog system to allow for increased efficiency and usability. Voicemails can be integrated into the email system to allow for better response capabilities and customer service.
Staff Impact: Low
Fiscal Impact: Moderate

7) Category: Excelling in Town Services
Priority: Update Finance/Payroll/HR Systems
Description: Review the options for a change in Town's software to a cloud-based system more suited for a smaller local municipality.
Staff Impact: Moderate
Fiscal Impact: Moderate

8) Category: Connecting with the Community
Priority: Implement Online Records Management Program
Description: Through an RFP process, retain services of an online records retention service for the purposes of providing efficient access to Town records for both staff and the public.
Staff Impact: Moderate/High
Fiscal Impact: Moderate

Library – Department Work Plan Priorities

1) Category: Quality Facilities
Priority: Improved shelving for special collections
Description: Instead of holding special collections such as Take and Make Kits, memory kits out of public view, providing shelving in public area for better marketing and access.
Employee Impact: Moderate
Fiscal Impact: Depends on the plan and shelving found to meet needs of collections.

2) Category: Livability and Quality of Life, Connecting with the Community
Priority: Reimagine the Take and Make Kits collection
Description: This popular collection has expanded beyond the limits of "take and make" and needs to be reevaluated and rebranded for expansion.

Employee Impact: Moderate
Fiscal Impact: Low

3) Category: Quality Facilities
Priority: Study the organization of physical public space
Description: Enlist the services of a consultant to help redesign the public library space.
Employee Impact: High
Fiscal Impact: High

4) Category: Quality Facilities
Priority: Implement plan designed by consultant to redesign public library space
Description: Hire contractors, identify equipment/furniture, and execute plan
Employee Impact: High
Fiscal Impact: High

5) Category: Quality Facilities
Priority: Study the organization of physical staff workspace on lower level and implement recommendations.
Description: Enlist the services of a consultant to help redesign the public library staff workroom space.
Employee Impact: High
Fiscal Impact: High

6) Category: Excelling in Town Services
Priority: Complete implementation of RFID project
Description: Items have been tagged and staff has been using RFID pads and other equipment. Next steps in roll-out include peripherals to support the use of the technology and training patrons to use RFID enabled tools for checking out materials.
Employee Impact: High
Fiscal Impact: Moderate-High

7) Category: Livability and Quality of Life
Priority: Establish Zip Books program
Description: Organize and deploy zip books program, grant funded by the CA state library, to deliver books, unavailable in the local library system, to residents' homes via Amazon
Employee Impact: Moderate-High
Fiscal Impact: Low

Interdepartmental—Library and Public Works

8) Category: Quality Facilities
Priority: Repaint/Repair internal building, museum, and Council Chamber lobby areas
Description: There are many areas in need of repair where chunks of wall have eroded or chipped away. There are innumerable scuffs and scratches throughout the building which need to be cleaned up and walls improved with fresh paint.
Employee Impact: Moderate
Fiscal Impact: High

Planning—Department Work Plan Priorities

1) Category: Investing in people
Priority: Onboard new Planner
Description: Hire and train a new planner to provide current planning activities such processing land use permits, assisting the public over the phone, via email, and at the counter
Employee Impact: Moderate
Fiscal Impact: High.

2) Category: Planning for the Future
Priority: Comprehensive General Plan Update, including the Circulation Update
Description: Begin the comprehensive General Plan Update of the 1988 current General Plan. Will update all elements of the General Plan (exception of the Housing Element and Safety Element) and include new optional element, such as Environmental Justice and Economic Development.
Employee Impact: Moderate to High
Fiscal Impact: High. Aspects of update can be offset by staff, but CEQA Analysis and technical aspects of the General Plan Update will need to be prepared by a consultant.

3) Category: Planning for the Future
Priority: Housing Element Implementation
Description: Implement at least 22 Housing Policy Action Items as required by the Housing Element
Employee Impact: Low to Moderate
Fiscal Impact: Low

4) Category:
Priority: Continue to Enhance the Planning Departments levels of service.
Description: Enhance levels of service by improving and updating the Planning Department's web presence to make it easy for users to navigate and find information

and resources, continue to improve processing timelines, improve, and maintain response times, and proactive shepherding of projects through the Town's discretionary processes.
Employee Impact: Low to Moderate
Fiscal Impact: Low

5) Category: Sustainable, Natural and Built Environment
Priority: Continue to grow Economic Development in Town
Description: Enhance and grow the Planning Department's Economic Development and Housing initiatives by providing more structure (policies and implementation of actions) to what we would like and need to accomplish.
Employee Impact: Low to Moderate
Fiscal Impact: Low

6) Category: Investing in People
Priority: Develop a training program for Planning Department staff
Description: Create a cohesive team where there is training to keep informed with up-to-date information, cross training of duties and responsibilities (where possible given job descriptions constraints by union and job descriptions), experiences to help grow staff.
Employee Impact: Low to Moderate
Fiscal Impact: Low

7) Category: Excelling in Town Services
Priority: Enhanced and consistent record keeping where information is accessible and easy to find.
Description: Digitize remaining Planning paper files, create any necessary databases, convert microfiche to digital pdf plans (soft file) and provide a comprehensive digital data file storage service, such as Docuware, Laserfiche, etc.
Employee Impact: Low to High depending on whether outside resources or internal staff will be used.
Fiscal Impact: Low to Moderate

8) Category: Planning for the Future, Sustainable, Natural and Built Environment
Priority: Develop Gas Ban Ordinance
Description: Finalize Ordinance for Town Council consideration of a Gas Ban Ordinance. Requires the preparation of a study to support the ban.
Employee Impact: Low to Moderate
Fiscal Impact: Low

9) Category: Planning for the Future, Sustainable, Natural and Built Environment
Priority: Update Downtown and other Commercial Land Uses

Description: Consider Zoning Code amendments to the Land Use Regulations Table 3A (Title 10, Chapter 3, Article 3, Section 10-3.302) to the Downtown and other commercial land uses that will attract businesses to the Town.
Employee Impact: Senior Planner and Planning Director staff time over 6 months.
Fiscal Impact: Approximately $12,000 (+/- 10% of staffs time over 6 months)

Police – Department Work Plan Priorities

1) Category: Investing in People
   Priority: Address Staffing Issues: Retention and Recruiting
   Description: The Central Marin Police is currently facing a significant staffing issue wherein; it is losing people faster than it can replace them. In addition, applicant numbers are dwindling at an alarming rate. This especially important work plan priority is to work closely with the Town and City Managers over the next two years to improve entry level recruitment and current employee retention.
   Staff Impact: Moderate
   Fiscal Impact: Impact to budget should "top-step" salaries be increased, or employees are brought in at a higher "step" than is currently allowed.

2) Category: Investing in People
   Priority: Increase Training for all Staff
   Description: Increase training for all staff to include new mandates and expectations from communities.
   Staff Impact: Moderate
   Fiscal Impact: Increase to training budget to pay for increase in training (e.g., tuition, travel costs, etc.)

3) Category: Connecting with the Community
   Priority: Initiate complete overhaul and redesign of the website
   Description: Currently, the website is over ten years old and is outdated and works poorly on smart phones. Conduct a complete overhaul and redesign of the website to bring it up to acceptable current day standards.
   Staff Impact: High
   Fiscal Impact: Cost of outside vendor for website design and staff time.

4) Category: Investing in People
   Priority: Improve and evolve the organizational mental and physical wellness of staff
   Description: Continue to improve and evolve the organizational mental and physical wellness of staff.
   Staff Impact: Moderate
   Fiscal Impact: Minimal cost since most will be covered by year two of a federal grant.

5) Category: Sustainable, Natural and Built Environment
Priority: Continue to convert the fleet of vehicles to electric & hybrid
Description: Continue to convert the fleet of vehicles away from sole combustion engines to fully electric and/or hybrid models. This will include patrol vehicles, CSO/Cadet vehicles, unmarked vehicles, and motorcycles.
Staff Impact: Minimal
Fiscal Impact: No increase to yearly budget. Cost will be about the same as purchasing combustion vehicles. Will only replace when a vehicle is at its end of life.

6) Category: Investing in People
Priority: Implement new SB2 legislation and mandates
Description: Implement new SB2 legislation and mandates regarding the certification and de-certification of police officers.
Staff Impact: Moderate
Fiscal Impact: Minimal.

Public Works – Department Work Plan Priorities

1) Category: Excelling in Town Services
Priority: Develop 5-year Capital Improvement Plan that includes a regular update and communication schedule for all capital improvement projects.
Description: Creation of a framework for Council to receive consistent updates of all Capital Improvement projects (CIP). Quarterly reports on CIP expenditures (budget status report from DPW). In addition, staff will be bringing forward a new 5 Year Capital Improvement Plan. Public Works typically reports twice a year to the Capital Program Monitoring Committee and the Financial Advisory Committee and will create a new format to provide an update to the Council on CIP projects.
Staff Impact: Moderate
Fiscal Impact: Low

2) Category: Excelling in Town Services
Priority: Improve pavement condition index and repair streets
Description: Continue to program paving, crack sealing and slurry sealing projects to improve road conditions and reduce reconstruction and maintenance costs by improving the Pavement Condition Index (PCI).
Staff Impact: Moderate
Fiscal Impact: High

3) Category: Excelling in Town Services
Priority: Coordinate with County on Flood Control. Finalize Bridge designs.
Description: Continue working towards 25-Year level (4% recurrence interval) flood protection with the removal and replacement of bridges and working with the County on the SAFRR project to remove Building Bridge 2.
Staff Impact: Moderate
Fiscal Impact: Moderate

4) Category: Sustainable, Natural and Built Environment
Priority: Rehabilitate Town Parks and Medians
Description: Work on improving general maintenance and rehabilitation of parks and medians.
Staff Impact: Moderate
Fiscal Impact: Moderate

5) Category: Quality Facilities
Priority: Develop an annual plan to address maintenance for all Town-maintained buildings and facilities
Description: Program funds to address painting, rot repair, heating/ventilation/air-conditioning (HVAC), and other building maintenance issues for all Town-maintained buildings and facilities.
Staff Impact: Moderate
Fiscal Impact: High

6) Category: Planning for the Future, Sustainable, Natural and Built Environment
Priority: Implementation of the Bicycle and Pedestrian Master Plan
Description: Town Staff will continue to prioritize the Bicycle and Pedestrian Master Plan as adopted in the Complete Streets Resolution by the integration of the Bicycle and Pedestrian Master Plan elements into public works projects.
Staff Impact: Moderate
Fiscal Impact: Moderate

7) Category: Planning for the Future, Sustainable, Natural and Built Environment
Priority: Evaluate and develop a Water Conservation plan for Town buildings, parks, and medians
Description: Due to the drought the Town has been working diligently on reducing domestic water usage throughout parks, medians, and buildings.
Staff Impact: Moderate

Fiscal Impact: Moderate

8) Category: Sustainable, Natural, and Built Environment
Priority: Design and seek funding for the development of the Resilient Hub project
Description: This project would install solar panels with battery storage on Town Hall or Library Buildings to create community-serving space equipped with an emergency power center that provides clean energy resilience for both town services and residents, equipped for extreme weather, providing power, broadband, cooling, water, social services, and older adult assistance in an emergency situation.
Staff Impact: High
Fiscal Impact: High

Public Works—Building

1) Category: Excelling in Town Services
Priority: Develop and implement residential Seismic Program.
Description: Provide homeowners with information on earthquake strengthening for existing one- and two-family dwellings, develop a soft-story program for existing structures, and an automatic gas shutoff valve program.
Staff Impact: High
Fiscal Impact: Low

2) Category: Excelling in Town Services
Priority: Develop and implement program with Ross Valley Fire Department (RVFD) to aid in fire resistance "hardening" of dwellings in the Wildland Urban Interface (WUI).
Description: The Building Department is interested in the possible allocation of fire abatement funding to help homeowners in the WUI to add WUI compliant vents and siding to reduce the potential of fires or the spread of fire within San Anselmo and Marin County.
Staff Impact: High
Fiscal Impact: Low

3) Category: Excelling in Town Services
Priority: Develop online permitting for solar systems-SB 379 compliance
Description: SB 379 requires local jurisdictions to adopt an online permitting system for residential solar energy systems. This bill would require every city, county, or city and county to implement an online, automated permitting platform that verifies code compliance and issues permits in real time or allows the city, county, or city and county to issue permits in real time for a residential solar energy system, as defined, that is no larger than 38.4 kilowatts alternating current nameplate rating and a residential energy storage system, as defined, paired with a residential solar energy system that is no larger than 38.4 kilowatts alternating current nameplate rating.
Staff Impact: High
Fiscal Impact: Moderate

4) Category: Excelling in Town Services
Priority: Implement expedited permitting program per AB 2234 requirements
Description: New bill will regulate response time for permit applications. If an application for a post entitlement phase permit is incomplete, the Town must provide applicants with list of incomplete items and description of how to make application complete within 15 business days of submission of application. If an application for a post entitlement phase permit is noncompliant, the Town must provide the applicant a full set of written comments with a comprehensive request for revisions within 30 business day (projects with 25 units or fewer) or 60 business days (projects with more than 25 units).
Staff Impact: High
Fiscal Impact: Moderate

5) Category: Excelling in Town Services, Sustainable, Natural and Built Environment
Priority: Update Green Building code
Description: The Sustainability Committee has raised the question of banning gas in residential new construction. If the Town bans the use of gas, the Building Department will update the Green Building Code to fulfill the new requirement.
Staff Impact: High
Fiscal Impact: Low

6) Category: Excelling in Town Services
   Priority: Create Uniform Definition for "Substantial Remodels" throughout Town Code
   Description: "Substantial remodels" are defined differently in different sections of the code. Standardizing language across the code will help streamline certain aspects of the building permitting process and.
   Staff Impact: Moderate
   Fiscal Impact: Low

7) Category: Excelling in Town Services
   Priority: Evaluate Planning and Building Permit Processing
   Description: Evaluate existing planning and building administrative processes including comparing requirements and fees to other local jurisdictions.
   Staff Impact: Moderate
   Fiscal Impact: Low

Recreation – Department Work Plan Priorities

1) Category: Quality Facilities
   Priority: Upgrade and Improve the facilities located at the Robson Harrington House.
   Description: Make improvements to the inside program space, home to our after-care programs. Improvements would include painting, replacing carpets, kitchen improvements and replacing blinds. Addition of an office space for staff to work and hold meetings with both parents and staff.
   Employee Impact: Moderate
   Fiscal Impact: The Department will use reserve funds which will be included in the FY 2023/24 Recreation Fund budget under capital outlay.

2) Category: Connecting with the Community
   Priority: Age-Friendly Strategic Plan
   Description: Age-Friendly San Anselmo will present a completed strategic plan to Town Council. To achieve the Vision of the strategic plan, the Town and the community will develop and reinforce a culture that allows for people to actively age with dignity, respect, and independence. Nurturing a commitment to an age-friendly future will be an essential factor in successfully implementing the strategies in the plan.
   Employee Impact: High
   Fiscal Impact: Minimal

3) Category: Connecting with the Community
   Priority: Create a Volunteer Corps for Parks and Recreation Projects.
   Description: The Parks and Recreation Commission will create a sub-committee to create a data base of past and future volunteers to work on parks and reaction projects.

Projects would include earth day, tutoring, park clean-up projects and more. (Should I say something about coordinating with Kelley?)
Employee Impact: Moderate
Fiscal Impact: Minimal

4) Category: Livability and Quality of Life
Priority: Expand Toddler Enrichment Programs
Description: The new early childhood classes will be designed to build a community of caregivers and create an environment for toddlers to socialize play and learn. Teachers and caregivers will encourage early childhood development by guiding children to explore through stories, songs, sensory and art. Our goal is to have programs at both the Robson Harrington House and Memorial Park.
Employee Impact: High
Fiscal Impact: Minimal

5) Category: Connecting with the Community
Priority: Update and reorganize Recreation Department webpage.
Description: The new Recreation registration software, Civic Rec, pairs with the Town website, Civic Plus. The department will connect the two platforms to update and reorganize our website and registration process. This will create a better experience for our recreation community.
Employee Impact: High
Fiscal Impact: Minimal

6) Category: Excelling in Town Services
Priority: Re-format the Community Event Application and Process.
Description: The Town of San Anselmo is vibrant community. The Recreation department receives many requests for events throughout the year. Requests include everything from concerts to bake sales. Currently there is one application that goes to Town Council for approval. The department will develop a process and applications for larger events, smaller events and tables at existing events. The application process will include interdepartmental communications, insurance requirements and street closure and janitorial costs.
Employee Impact: High
Fiscal Impact: Minimal

Interdepartmental Projects - Recreation & Public Works

1) Category: Quality Facilities
Priority: Resurface Tennis Courts & Stripe Two for Pickle Ball
Description: Resurface tennis courts due to failing and cracked concrete
Employee Impact: High

Fiscal Impact: High

2) Category: Quality Facilities
Priority: improvements to Red Hill Dog Park
Description: This project would include improvements to drainage and ground covering.
Employee Impact: Moderate
Fiscal Impact: High

3) Category: Quality Facilities
Priority: Implement phase 3 of Millennium Playground restoration
Description: Phase three will involve enhancing the playground with new features placed in areas of the playground where former features existed. This will begin with a community engagement process to help determine the plan. The plan will go through a cost estimating process and a fundraising program will be launched. The improvements will be made once these goals are met.
Employee Impact: Moderate
Fiscal Impact: High

4) Category: Quality Facilities
Priority: Repair the walls within the Robson Harrington Community Gardens.
Description: The crumbling walls have become a safety issue.
Employee Impact: Moderate
Fiscal Impact: High

5) Category: Quality Facilities
Priority: Paint ICC Center
Description: The paint is peeling.
Employee Impact: High
Fiscal Impact: High

Ross Valley Fire – Department Work Plan Priorities

1) Category: Excelling in Town Services
Priority: Implement RVFD leadership reorganization
Description: The Ross Valley Fire Department is in leadership transition due to the expiration in June of the shared services agreement with County Fire. The member agencies and the Fire Board are exploring options including a potential shared services agreement with Central Marin Fire for Fire Chief and Chief Officer services.
Employee Impact: High
Fiscal Impact: Medium

2) Category: Quality Facilities
   Priority: Perform needs assessment for living quarters at Station 20
   Description: DPW staff to work with Fire Department staff to explore options to renovate the living quarters at Fire Station #20 with the goal of updating the space to accommodate a third member on each operational shift (scheduled for FY2025-26).
   Employee Impact: High
   Fiscal Impact: Low

3) Category: Quality Facilities
   Priority: Renovate living quarters at Station 20
   Description: Complete renovation construction on Fire Station #20.
   Employee Impact: High
   Fiscal Impact: High

Working Copy
Work Plan 2023-25

	C	D	E	F	G	H	I	J	K	L	M	N
1	Livability & Quality of Life		Quality Facilities		Connecting with the Community		Sustainable, Natural and Built Environment		Excelling in Town Services		Planning for the Future	
2												
3	Create opportunities for lifelong learning and diverse resources through innovative Recreation and Library activities and entertainment for residents of all ages.		Plan, maintain and improve Town facilities for residents and town staff.		Provide equitable community engagement that includes an outreach approach with intentional effort to engage a representation of the Town's diverse audiences.		Thoughtful planning and operations that ensure the long-term viability of the Town's infrastructure, facilities, and environment.		Provide excellent and sustainable delivery of services by making data driven investments & decisions. Support continuous improvement and cross departmental collaboration to improve service delivery to residents and provide for their public safety.		Utilize comprehensive planning to balance the community's character with its evolving needs	
4												
5	Implement Housing Element programs, policies and actions (PLAN)		Improve shelving for Library special collections (LIB)		Implement new Town telephone system (F/A)		Complete and implement Economic Development Plan (PLAN)		Update Town s Investment Policy (F/A)		Conduct comprehensive General Plan Update (PLAN)	
6												
7	Complete and implement Economic Development Plan (PLAN)		Study the organization of Library physical public space (LIB)		Implement Online Records Management Program (F/A)		Develop Gas Station Ban Ordinance (PLAN)		Update Fee Study (F/A)		Implement Housing Element programs, policies and actions (PLAN)	
8												
9	Implementation of the Bicycle and Pedestrian Master Plan (PW)		Implement Library reorg plan designed by consultant (LIB)		Reimagine the Library "Take and Make Kits" collection (LIB)		Continue to convert the fleet of vehicles to electric & hybrid (CMPA)		Update Finance/Payroll/HR Systems (F/A)		Develop Gas Station Ban Ordinance (PLAN)	
10												
11	Develop and implement Age-Friendly Strategic Plan (REC)		Study the organization of Library physical staff workspace on lower level (LIB)		Complete implementation of Library RFID project (LIB)		Develop an annual plan to address maintenance for all Town-maintained buildings and facilities (PW)		Complete implementation of Library RFID project (LIB)		Update downtown land uses (PLAN)	
12												
13	Expand Toddler Enrichment Programs (REC)		Repaint/Repair internal Library building, museum, and Council Chamber lobby areas (LIB)		Establish Zip Books program (LIB)		Design and seek funding for a Resilient Hub solar project for the Library roof (PW)		Invest in digital record keeping program (PLAN)		Develop and implement residential Seismic Program (PW-BLD)	
14												

Updated:5/17/2023

Working Copy
Work Plan 2023-25

	C	D	E	F	G	H	I	J	K	L	M	N
1	Livability & Quality of Life		Quality Facilities		Connecting with the Community		Sustainable, Natural and Built Environment		Excelling in Town Services		Planning for the Future	
15	Implement phase 3 of Millennium Playground restoration (REC)		Develop an annual plan to address maintenance for all Town-maintained buildings and facilities (PW)		Update the Planning Department web pages (PLAN)		Evaluate and develop a Water Conservation Plan for Town buildings, Parks, and medians(PW)		Continue to convert the fleet of vehicles to electric & hybrid (CMPA)		Develop and implement program with Ross Valley Fire Department (RVFD) to aid in fire resistance hardening of dwellings in WUI (PW-BLD)	
16												
17			Upgrade and Improve the facilities at the Robson Harrington House (REC)		Initiate complete overhaul and redesign of the website (CMPA)		Develop 5-year Capital Improvement Plan, that includes a regular update and communication schedule for all capital improvement projects (PW)		Implement new SB2 legislation regarding certification of officers (CMPA)		Update Green Building code (PW-BLD)	
18												
19			Resurface Tennis Courts & Stripe Two for Pickle Ball (REC)		Develop and implement Age-Friendly Strategic Plan (REC)		Develop and implement program with Ross Valley Fire Department (RVFD) to aid in fire resistance hardening of dwellings in WUI (PW-BLD)		Initiate complete overhaul and redesign of the website (CMPA)			
20												
21			Research and develop plan for improvements to Red Hill Dog Park (REC)		Create a Volunteer Corps for Parks and Recreation Projects (REC)		Develop online permiting for solar systems - SB 379 Compliance (PW-BLD)		Develop 5-year Capital Improvement Plan, that includes a regular update and communication schedule for all capital improvement projects (PW)			
22												
23			Implement phase 3 of Millennium Playground restoration (REC)		Update and reorganize Recreation Department webpage (REC)		Update Green Building code (PW-BLD)		Develop an annual plan to address maintenance for all Town-maintained buildings and facilities (PW)			
24												

Updated:5/17/2023

Working Copy
Work Plan 2023-25

	C	D	E	F	G	H	I	J	K	L	M	N
1	Livability & Quality of Life		Quality Facilities		Connecting with the Community		Sustainable, Natural and Built Environment		Excelling in Town Services		Planning for the Future	
25			Repair the walls within the Robson Harrington Community Gardens (REC)						Implementation of the Bicycle and Pedestrian Master Plan (PW)			
26												
27			Paint ICC Center (REC)						Evaluate and develop a Water Conservation Plan for Town buildings, Parks, and medians(PW)			
28												
29			Research and repurpose Carriage House area at Robson Harrington Park (REC)						Develop and implement residential Seismic Program (PW-BLD)			
30												
31			Rennovate living quarters at Fire Station 20 (RVFD)						Develop and implement program with Ross Valley Fire Department (RVFD) to aid in fire resistance hardening of dwellings in WUI (PW-BLD)			
32												
33			Perform needs assesment for living quarters at Station 19 (RVFD)						Develop online permiting for solar systems - SB 379 Compliance (PW-BLD)			
34												
35									Implement expedited permiting program - per AB 2234 requirements (PW-BLD)			
36												
37									Update Green Building code (PW-BLD)			
38												
39									Expand Toddler Enrichment Programs (REC)			
40												

Updated:5/17/2023

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Work Plan 2023-25

	C	D	E	F	G	H	I	J	K	L	M	N
1	Livability & Quality of Life		Quality Facilities		Connecting with the Community		Sustainable, Natural and Built Environment		Excelling in Town Services		Planning for the Future	
41									Update and reorganize Recreation Department webpage (REC)			
42												
43									Re-format the Community Event Application and Process (REC)			
44												
45									Implement RVFD leadership reorganization (RVFD)			

Updated:5/17/2023

	O
1	Investing in People
2	
3	Provide professional management and training that encourages a culture of innovation, collaboration, and transparency to deliver quality service through an exceptional workforce.
4	
5	Conduct Town Compensation Study (F/A)
6	
7	Implement Ready Set Audit Results (F/A)
8	
9	Institute Employee Trainings (Lunch & Learn) (F/A)
10	
11	Study the organization of Library physical staff workspace on lower level (LIB)
12	
13	Onboard new Planner (PLAN)
14	

Updated:5/17/2023

	O
1	Investing in People
15	Develop a training program for Planning Department staff (PLAN)
16	
17	Invest in digital record keeping program (PLAN)
18	
19	Address staffing issues: retention & recruiting (CMPA)
20	
21	Increase training for all staff (CMPA)
22	
23	Improve and evolve the organizational mental and physical wellness of staff (CMPA)
24	

Updated:5/17/2023

Working Copy
Work Plan 2023-25

	O
1	Investing in People
25	Implement new SB2 legislation regarding certification of officers (CMPA)
26	
27	Implement RVFD leadership reorganization (RVFD)
28	
29	Rennovate living quarters at Fire Station 20 (RVFD)
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31	Perform needs assesment for living quarters at Station 19 (RVFD)
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Updated:5/17/2023

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1	Investing in People
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Updated:5/17/2023

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 1.12

MEETING DATE: May 23, 2023

AGENDA TITLE: Adopt a Resolution to Redefine the Framework for the Town's Climate Action Commission

FROM: Sean Youra, Climate Action Coordinator

RECOMMENDATION: That the Town Council adopt the attached resolution to redefine the framework of the Climate Action Commission (Attachment 1).

BACKGROUND

The Town Council established the Quality of Life Commission in 2000 (Resolution 3512, revised by Resolutions 3639, 4041, 4114, and 4193). The Council subsequently adopted Resolution 4206 in 2017 to rename the commission to the Sustainability Commission and then renamed it again in 2021 to the Climate Action Commission (Resolution 4397). Resolution 4397 also updated the charge, goals, organization, and guidelines for the Climate Action Commission (CAC).

The CAC's organizational structure has fluctuated in terms of the maximum membership over the years since it was first established as the Quality of Life Commission. The maximum membership has been as low as five members (Resolution 4193) and as high as nine members (Resolution 4041). The current maximum membership is seven members per Resolution 4397.

The CAC's primary goal is to work with the Council, residents, businesses, and staff to achieve the goals and implement the actions in the adopted Climate Action Plan. The CAC develops an annual Action Plan that informs its work throughout the year.

DISCUSSION

At the April 24, 2023 regular CAC meeting, the CAC requested that the Commission's maximum membership be expanded to nine members (not including the two youth members) to allow for the CAC members to form subcommittees to work on priority projects specified in their Action Plan. The subcommittees will conduct work outside of the regularly scheduled public meetings and report their updates during the public meetings. The CAC plans to have four subcommittees, and with a current maximum of seven members, it means that some members may have to serve on multiple

subcommittees that will require more meeting attendance and time dedicated by those members. If the CAC's maximum membership is expanded to nine members, it would reduce potential burdens on current members from having to serve on multiple subcommittees. Therefore, staff is recommending that the CAC organization membership be increased from seven to nine members.

If the membership is expanded to nine members, the CAC also plans to reduce the number of its public meetings subject to the Brown Act to potentially quarterly at a minimum. This would help reduce the burden of meeting attendance on both CAC members and staff and provide more time to work on the Action Plan items during the non-meeting months. The potential change to the public meeting frequency does not require an update of the CAC establishment framework since the guidelines do not specify a required meeting frequency.

Lastly, for reference, other Town committees and commissions currently can have more than seven members, such as the Economic Development Committee (nine member maximum) and Historical Commission (eleven member maximum).

FISCAL IMPACT

Other than staff time to support the CAC and facilitate implementation of the CAC Action Plan, which would occur with or without adoption of this resolution, no fiscal impact is anticipated.

GENERAL PLAN CONSISTENCY

Not applicable

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

Adopting the resolution to amend the framework for the CAC is not a "project" under the California Environmental Quality Act, because it does not involve an activity which has the potential to cause a direct or reasonably foreseeable indirect physical change in the environment. (Cal. Pub. Res. Code § 21065).

Adoption of the resolution is consistent with the Climate Action Plan and will improve the efficiency of the CAC organization to be able to implement the Climate Action Plan.

ATTACHMENTS

Attachment 1 – Resolution

RESOLUTION NO. XXXX

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF SAN ANSELMO REPEALING AND REPLACING RESOLUTION NO. 4397 TO REDEFINE THE FRAMEWORK FOR THE CLIMATE ACTION COMMISSION

I

WHEREAS, the San Anselmo Town Council established the Quality of Life Commission in 2000 (Resolution 3512, revised by Resolutions 3639, 4041, 4114, and 4193) and subsequently renamed it the Sustainability Commission in 2017 (Resolution 4206); and

WHEREAS, the Town Council commissioned the creation of a Climate Action Plan starting in 2011, and the Sustainability Commission was responsible for tracking emissions and promoting climate mitigation and adaptation actions as part of plan implementation; and

WHEREAS, the Town Council agrees with the consensus among climate scientists that the climate and ecological crises are underway; and

WHEREAS, the Town Council declared that a climate and ecological emergency threatens the Town, region, state, nation, civilization, humanity and the natural world by passing a Climate Emergency Resolution 4325 on February 2, 2020; and

WHEREAS, the Town Council adopted Resolution 4397 in 2021 to rename the Sustainability Commission to the Climate Action Commission (CAC) and to update the charge, goals, organization, and guidelines for the CAC; and

WHEREAS, the Town Council supports the CAC's desire to expand the membership of the Commission by two additional members to facilitate the use of multiple subcommittees to accomplish the charge of the CAC.

NOW, THEREFORE, BE IT HEREBY RESOLVED, that the Town Council hereby repeals and replaces Resolution 4397 with the parameters of the Climate Action Commission, as follows:

1. **Charge:** The charge of the Commission is to implement the Climate Action Plan by:

a. Facilitating the understanding, participation and collaboration of the broader San Anselmo community for all actions and initiatives the Town may adopt in response to the climate emergency by providing outreach, information and education for San Anselmo residents, businesses, and Town staff on the urgency of climate responses, reduction of GHG emissions, the policies and strategies to advance sustainability and resilience;

b. Regularly assessing its GHG reduction goals, actions and policies and providing progress reports and metrics annually;

c. Updating the Climate Action Plan as needed to report on progress and propose modification of goals and targets, in keeping with current scientific understanding;

d. Working with Town staff to include consideration and prioritization of consistency with the Town Climate Action Plan 2030, as amended or updated, in planning Town programs;

e. Helping to identify funding needs for greenhouse gas and climate change mitigation so long as atmospheric carbon and carbon equivalents are in excess of 350 parts per million, the amount considered "safe" by climate experts;

f. Promoting conservation of habitat and soil and ecosystem protection to offset impacts of GHG emissions; and

g. Promoting community resilience planning to prepare for and adapt to the negative effects of climate change (such as wildfire and flooding).

2. **Goals:** While the specific scope of the Commission workplan will be established annually, the overall goals are:

a. Work with the Town Council and residents to achieve the goals and implement the actions in the adopted Climate Action Plan to mitigate the effects of climate change by reducing our greenhouse gas emissions and sequestering atmospheric carbon dioxide, and support adaptation planning and promote strategies to cope with the impacts of climate change; and

b. Facilitate Town involvement in efforts to achieve tangible improvements in global environmental and sustainable development conditions through local action.

3. **Organization:** Nine (9) members plus up to two (2) youth members appointed by the Town Council, serving without pay. The Commission may include one Councilmember and a designated Town staff liaison.

4. **Guidelines:** The guidelines for the Commission are as follows:

   a. The Commission will meet on a regular basis, as is determined by the Chairperson, who will be elected by the Commission members.
   b. Members are expected to attend all meetings, unless prevented from doing so by a substantial reason. In the case of an absence, members shall notify the Chairperson at least twenty-four hours in advance of a meeting. Automatic removal will occur if more than three consecutive regular meetings are missed, or more than four regular meetings in six months are missed, without prior notice and substantial reason.
   c. Members may not solicit employment or professional assignments relating directly or indirectly to the projects under study by the Commission.

5. **Terms:** Members will serve one three-year term, except when a member is appointed for a shorter period to fill the end of a vacated term. A goal is to stagger the appointment schedule so that no more than one-half of the seats shall expire in any one year.
6. **Brown Act:** All meetings of the Commission shall be public and noticed on the public notice bulletin board and Town website.

I hereby certify that the foregoing resolution was duly passed and adopted at the regular meeting of the San Anselmo Town Council on the 23rd day of May 2023, by the following vote, to wit.

AYES:
NOES:
ABSENT:

_____
Steve Burdo, Mayor

ATTEST:

_____
Serge Avila, Clerk

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 1.13

MEETING DATE: May 23, 2023

AGENDA TITLE: Approve revisions to the Section 8, Policies, Programs, and Actions, of the Draft Housing Element and authorize staff to work with the Housing Element Advisory Committee to prepare nonpolicy related revisions to the Draft Housing Element and to submit the revised Draft Housing Element to the California Department of Housing and Community Development. The Draft Housing Element and direction to staff to submit to HCD for review is statutorily exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15378 as it does not constitute a "project".

FROM: Heidi Scoble, Planning Director

RECOMMENDATION:

Approve by motion the following:

1. Approve the proposed revisions to Section 8, Policies, Programs, and Actions, of the Draft Housing Element in response to the California State Department of Housing and Community Development (HCD) comment letter; and
2. Authorize staff to work with the Housing Element Advisory Committee to prepare non-policy revisions to the Draft Housing Element; and
3. Authorize staff to submit the final revised Draft Housing Element to the HCD

BACKGROUND

In 2022, the Town began the 6th Cycle Housing Element Update process. In May 2022, the Town Council approved a Professional Services Agreement for Houseal Lavigne to help prepare the Draft Housing Element and Update the Safety Element. In June 2022, the Town Council established the Housing Element Advisory Committee (HEAC) and appointed two councilmembers, one planning commissioner and four residents.

On December 12, 2022, the Public Draft Housing Element was released. The Public Draft was made accessible on the Town of San Anselmo homepage and the Town's Housing Element Update website. A town-wide postcard was mailed to all residents informing residents of the release of the Public Draft Housing Element and informing how public comment may be accepted.

On December 15, 2022, the HEAC conducted a public meeting to receive a presentation from staff, accept public comment, and provide a recommendation to the Town Council regarding the Public Draft Housing Element. The comments from the HEAC included a request to ensure the Housing Element will address ownership equity to facilitate making home ownership more realistic (e.g., consideration of a down payment assistance program) and recommended the draft document move forward to the Town Council for consideration.

On December 19, 2022, the Planning Commission conducted a public meeting to receive a presentation from staff, accept public comment, and provide a recommendation to the Town Council regarding the Public Draft Housing Element. The Planning Commission unanimously recommended the Town Council consider the adoption of the Draft Housing Element as proposed. A member of the public also provided public comment requesting that the existing R-1 Housing Opportunity Sites proposed to be rezoned to either R-2 and R-3 not be permitted and that the existing R-3 densities remain at 20 units to the acre instead of the proposed 30-units to the acre. The public comment received was focused on the following Housing Opportunity sites between Tamalpais Avenue to the North, Ross Avenue to the South, San Anselmo Avenue to the East and Sunnyside Avenue to the West (refer to Appendix B of the Public Draft Housing Element): 24, 25, 32, 33, 34, 35, 36, 37, 38, 39, 41, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 54, 55, and 56.

On January 10, 2023, the Town Council conducted a public meeting and voted unanimously to approve by motion the submittal of the Draft Housing Element to the HCD. After the state mandated 10-day noticing period, the Town submitted the Draft Housing Element to HCD on January 26, 2023.

On April 26, 2023, the Town received a response letter from the HCD requesting changes to the Town's Draft Housing Element (see Attachment 1). The HCD has provided comments requiring additional analysis and not policy revisions and comments that require policy revisions.

Comments Requiring Additional Analysis
The following is a summary of the comments that require additional analysis and not policy revisions:

Section 3: Housing Needs

- The Housing Element needs to quantify project Extremely Low-Income housing needs.
- The Housing Element needs to provide a complete analysis of the Town's senior housing needs.
- The Housing Element needs to include a quantification of persons with development disabilities and a qualitative description of the housing need, existing resources or programs, and an assessment of unmet needs.

Section 4: Housing Constraints

- The Housing Element should describe any known environmental constraints to the development of housing within the Town, including any mitigation measures if necessary.
- The Housing Element must demonstrate that the Town's Zoning Code allows and permits manufactured housing in the same manner and in the same zone as conventional or stick-built structures permitted.
- The Housing Element should include the various planning and impact fees to better evaluate the impacts on housing development costs.
- The Housing Element must identify and analyze all relevant land use controls and impacts as potential constraints on housing types. The analysis must also evaluate the cumulative impacts on land use controls on cost and supply of housing, including the ability to achieve maximum densities and cost/supply of housing.
- The Housing Element must clarify its compliance with new transparency requirements for posting all zoning and development standards for each parcel on the jurisdiction's website pursuant to Government Code section 65940.1(a)(1).
- The Housing Element should add a program to identify and analyze written procedures for the SB 35 Streamlined Ministerial Approval Process.

Section 6: Housing Opportunities

- The Housing Element should describe the status of the project, including any necessary approvals or steps prior to development, development agreements, conditions, or requirements such as phasing or timing requirements that impact development in the planning period; and the affordability of the project's units based on anticipated rents, sales prices or other mechanisms (e.g., financing, affordability restrictions) ensuring their affordability.
- The Housing Element must include an analysis demonstrating the potential for redevelopment of nonvacant sites.
- The Housing Element needs to provide support for the Town's nonvacant site assumptions related to realistic capacity.
- Provide support relative to the realistic capacity related to Site 53 or revise the capacity as necessary. The Housing Element identifies a capacity of 115%. The capacity was based on owner interest.
- The Housing Element must demonstrate sufficient existing or planned water, sewer, and other dry utilities supply capacity, including the availability and access to distribution facilities to accommodate the Town's regional housing need for the planning period. (Gov. Code, § 65583.2, subd. (b).)
- The Housing Element needs to include an electronic sites inventory per Government Code section 65583.3, subdivision (b), upon adoption of the housing element.

The Town's Housing Element Consultant and staff are diligently working towards addressing the above non-policy related issues and will revise the Housing Element accordingly.

Comments that Require Policy Revisions
The HCD also requested revised and/or new policies to address the following housing related subjects to be incorporated in the Housing Element:

- Emergency Shelters
- Barriers to Housing
- Housing for Persons with Disabilities
- Priority Water and Sewer
- Sites Inventory
- Rezone Program for Adequate Sites
- Assist in Development Programs
- Affirmatively Furthering Fair Housing
- Accessory Dwelling Units

On May 15, 2023, the Planning Commission and the HEAC received a presentation from staff (see Attachment 2) and conducted a Special Joint meeting and unanimously supported the following proposed policy revisions to Section 8, Policies, Programs, and Actions, of the Draft Housing Element for consideration (see Attachment 3):

Emergency Shelters:
The Housing Element must analyze the 17-bed limit as a potential constraint for the development of emergency shelters. Chapter 654, Statutes of 2022 (AB 2339), adds additional specificity on how cities and counties plan for emergency shelters and ensure sufficient and suitable capacity. While the element includes Program 7.5d to study potential residential zones to allow emergency shelters, this program in of itself does not satisfy these requirements, future submittals of the housing element may need to address these statutory requirements. For example, the program should identify the zones the town is considering and the potential capacity for emergency shelters in those zones.

In response to the comment, the following revisions are proposed:

Action 5.8e: Amend the Town's definition and standards pertaining to emergency shelters to ensure compliance with SB 2, AB 2339, and AB 139. ~~Amend the Town's regulations pertaining to emergency shelters to ensure compliance with SB 2 and AB 139.~~

Action 7.5d: Conduct a study to identify appropriate sites in the C-L, C-3, and PF zones with adequate capacity for emergency shelters in accordance with AB 2339. ~~Conduct a study to~~

~~identify appropriate locations in residential areas of the community for emergency shelters in accordance with AB 2339.~~

Barriers to Housing:
The Housing Element should include a program to remove the identified constraints.

In response to the comment, the following new program is proposed:

Action 5.9e: Evaluate and update the design review findings in the Zoning Code to be objective in order to remove barriers to housing development. (The quantifiable metric is proposed as, "Update the Zoning Code to remove subjective design review findings".)

Housing for Persons with Disabilities:
The Housing Element should analyze and include programs to address or remove identified constraints for persons with disabilities and/or modify programs as appropriate to ensure zoning permits group homes objectively.

In response to the comment, the following revisions are proposed:

Action 7.2a: Amend the Town's Zoning Code to allow all residential care facilities, for the elderly and for persons with a chronic life-threatening illness, both small and large, to be permitted ~~in all multifamily and commercial districts~~ in all zoning districts that allow single family units.

Action 9.1e: Amend the Zoning Code to remove barriers for the approval of requests for reasonable accommodation to comply with the Americans with Disabilities Act. In particular, the Town will remove Finding 5 required for reasonable accommodation approval to be consistent with State law. (The quantifiable metric is also proposed to Amend Chapter 13, Reasonable Accommodation, of the Zoning Ordinance to include objective findings and procedures to facilitate adequate housing conditions for persons with disabilities.)

Action 9.1f: Provide maximum flexibility in the development of housing for persons with physical disabilities and developmental disabilities. ~~Provide maximum flexibility in the development of housing for persons with disabilities).~~ Establish an Administrative Exceptions process to allow for ministerial approval of minor variances for the development of housing for persons with disabilities and developmental disabilities. (The quantifiable metric is also proposed as follows: "As a part of a full Zoning Code update, establish an Administrative Exceptions process to allow for ministerial approval of minor variances for the development of housing for persons with disabilities and developmental disabilities. Assist with the creation of 20 units for those with special needs, including those persons with developmental disabilities, to reduce displacement risk and expand mobility options.")

Priority Water and Sewer:

Ensure the water and sewer providers grant priority to developments with units of affordable to lower-income households (Gov. Code, § 65589.7).

In response to the comment, the following new program is proposed:

Action 1.1d: Work with the Marin Municipal Water District (MMWD) and the Ross Valley Sanitary District (RVSD) to ensure the availability and adequate capacity of water and wastewater systems to accommodate the housing needs during the planning period. Priority shall be granted to proposed developments that include housing affordable to lower-income households. In addition, the Town will provide a copy of the Housing Element and any future amendments to MMWD and RVSD immediately after adoption.

Sites Inventory:
The Housing Element needs to further analyze and include programs if necessary to ensure the sites are adequate to accommodate lower-income units.

In response to the comment, the following revision is proposed:

Action 4.1c: When housing developments are identified as "at-risk" of converting from affordable to market- rate, work with MHA to reduce the potential of conversion and preserve or replace units, as needed, through the following strategies:

- *Monitor the status of "at risk" units pursuant to Action 4.1d. If property owners indicate the desire to convert the units, consider providing technical assistance, when possible, to support preservation of the "at risk" units at an affordable price.*
- *Work with Marin Housing Authority and other agencies and non-profits to seek funding to subsidize the long-term affordability of the "at risk" units.*
- *To reduce displacement risk and in accordance with California Government Code Section 65583.2(g), require replacement housing units subject to the requirements of California Government Code Section 65915(c)(3) on sites identified in the sites inventory when any new development (residential, mixed-use, or nonresidential) occurs on a site that has been occupied by or restricted for the use of lower-income households at any time during the previous five years. This requirement applies to non-vacant sites and vacant sites with previous residential uses that have been vacated or demolished.*

Rezone Program for Adequate Sites:
Develop a rezone program to accommodate the Regional Housing Needs Allocation for lower-income units that meet Government Code Section 65583.2(h) and (i).

In response to the comment, the following revisions are proposed:

Action 1.1b: Work with MHA, and local Bay Area and Marin County housing non-profits and affordable housing developers to implement resale and rental regulations for extremely low,

very low-, low- and moderate-income units, and monitor to ensure that these units remain affordable.

Action 6.2a: Assess the feasibility of waiving all fees associated with ADU permitting when the property owner deed restricts their ADU to be rented at rates affordable to extremely low- and very low-income households.

Program 7.1: As appropriate, assist service providers to link together services for special needs populations to provide the most effective response to persons experiencing homelessness or at risk of homelessness, youth needs, farmworkers, seniors, persons with disabilities and developmental disabilities, substance abuse problems, HIV/AIDS, and multiple diagnoses, veterans, victims of domestic violence, and other economically challenged or underemployed workers.

Assist in Development Programs:
The Housing Element needs to include a program to assist in the development of ELI households and persons with special needs including farmworkers, homeless, and persons with disabilities, including developmental.

In response to the comment, the following revision is proposed:

Action 5.3a: Establish an Affordable Housing Overlay District in the Zoning Code for properties zoned SPD, C-3, and R-3 to incentivize the development of affordable housing by allowing greater building height, density, and floor area ratio and by reducing parking requirements for multifamily and mixed-use developments that provide a specified percent of units as affordable to low, very low-income, or extremely low-income households. In addition, the Town will waive the rezoning fees for property owners' requests to be rezoned within the Affordable Housing Overlay District to incentivize affordable housing creation. The nondiscretionary, administrative approval process will utilize objective design standards, as detailed in Actions 3.1b and 3.2a. ~~Establish an Affordable Housing Overlay District in the Zoning Code to incentivize the development of affordable housing by allowing greater building height, density, and floor area ratio and by reducing parking requirements for multifamily and mixed-use developments that provide a specified percent of units as affordable to low and very low-income households.~~

Affirmatively Furthering Fair Housing:
Table 7.37, Affirmatively Furthering Fair Housing Implementation Matrix, needs to be amended to include clear commitment metrics that are significant and meaningful to overcome identified patterns and trends.

In response to the comment, the following revisions are proposed:

Action 4.5a: Evaluate, and if appropriate, amend the Zoning Code and other portions of the Municipal Code to remove potential constraints for adaptive reuse, such as the review/approval

process, design requirements, and parking standards. (The quantifiable metric is proposed to be amended as, "As a part of a full Zoning Code update, evaluate whether barriers to adaptive reuse exist and eliminate identified barriers as appropriate. Assist 40 units with rehabilitation opportunities during the planning period.")

Action 7.3b: Work with the MHA to promote the Housing Choice Voucher program regularly through public outreach. (The quantifiable metric is proposed to be amended as, "Update the Town's website to include information regarding Housing Choice Vouchers and to promote their acceptance by landlords and use by residents. A total of 20 lower- and moderate-income households access rental opportunities with Section 8 housing assistance to facilitate housing mobility.")

Accessory Dwelling Units:
Amend Programs 6.1 and 6.2 to include metrics and geographical areas relative to promoting the construction and affordability of Accessory Dwelling Units.

In response to the comment, the following revisions are proposed:

Action 6.1a: Conduct community outreach to determine the preferred ADU design style of San Anselmo residents. (The quantifiable metric is proposed to be amended as, "Facilitate at least one in-person event and conduct web-based community outreach to determine the preferred ADU design style of San Anselmo residents. The in-person and online engagement will be scheduled, formatted, and located to be accessible and convenient for community members, both in person and online. The online outreach will use communication techniques to assist those without time to ability to attend in person meetings. ~~Facilitate in-person web-based community outreach to determine the preferred ADU design style of San Anselmo.")~~

Action 6.1c: Work with the various Town departments to pre-approve the ADU plans. (The quantifiable metric is proposed to be amended as, "Pre-approve the ADU plans developed as a part of Action 6.1b. Facilitate the creation of 20 ADUs annually throughout the town, with particular emphasis on geographic areas identified as racially concentrated areas of affluence to increase housing opportunities for minority and lower and moderate-income households in these neighborhoods. ~~Pre-approve the ADU plans developed as part of Action 6.1b.")~~

Action 6.2a: Assess the feasibility of waiving all fees associated with ADU permitting when the property owner deed restricts their ADU to be rented at rates affordable to extremely low- and very low-income households. (The quantifiable metric is proposed to be amended as, "As a part of annual budget development, assess the impact of waiving fees associated with the development of deed restricted affordable ADUs and pass waiver allowances, as appropriate.")

Action 6.2b: Establish an ADU Review Team comprised of representatives from the Town's various departments including Planning, Fire, and Public Works and conduct regular weekly meetings to ensure efficient review of ADU applications. (The quantifiable metric is proposed to be amended as, "Establish the ADU review team. Conduct weekly meetings to review ADU

applications, prioritizing review of permits for ADUs proposed in geographic areas identified as racially concentrated areas of affluence to increase housing opportunities for minority and lower and moderate-income households in these neighborhoods.")

Action 6.2e: Enhance the Town's Summary Guide to ADUs to include diagrams, calculators, and other tools to help walk residents through the ADU/JADU permitting process. The quantifiable metric is proposed to be amended as, "Hire a consultant to develop an interactive web-based tool to guide residents through the ADU construction process in a streamlined and user-friendly manner. Once established, the web-based tool will facilitate the creation of 10 additional ADUs annually throughout the town, with particular emphasis on geographic areas identified as racially concentrated areas of affluence to increase housing opportunities for minority and lower and moderate-income households in these neighborhoods.")

Other Proposed New Policy or Policy Amendments:

Action 3.2a: Adopt objective design standards for all housing types to clearly communicate San Anselmo's development design standards and streamline development approval processes. Within the objective design standards, include specific written procedures for evaluation of ministerial housing projects, including the Senate Bill 35 Streamlined Ministerial Approval Process. ~~Adopt objective design standards for all housing types to clearly communicate San Anselmo's development design standards and streamline development approval processes.~~ (The quantifiable metric is proposed to be amended as, "Adopt objective design standards for all housing types, including specific written procedures for evaluation of ministerial housing projects, including the Senate Bill 35 Streamlined Ministerial Approval Process.")

Action 5.2a: Amend the Zoning Code to require all new development and redevelopment in the C-L and C-3 districts to include residential units at a minimum density of 20 dwelling units per acre and a maximum density of up to 30 dwelling units per acre. (The quantifiable metric is proposed to be amended as, "Adopt Zoning Code amendments to require all new development and redevelopment in the C-L and C-3 districts to include residential units at a density minimum density of 20 and maximum density of up to 30 dwelling units per acre.")

Action 5.2b: Amend the zoning standards, including maximum density, maximum building height, and other requirements, in the C-L and C-3 districts and maximum FAR in the C-1, C-L, and C-3 districts to accommodate mixed-use development and require the residential use to occupy at least 50 percent of the total floor area of a mixed use project. (The quantifiable metric is proposed to be amended as, "Adopt zoning ordinance amendments to accommodate mixed-use development and require the residential use to occupy at least 50 percent of the total floor area of a mixed use project in the C-L and C-3 districts.")

Action 5.5a: Conduct a nexus study to support the establishment and structure of an Affordable Housing Impact Fee to be levied upon new, above moderate- income housing development and to research and identify funding mechanisms to subsize underground utilities for affordable housing development.

Action 5.8a: Amend the ~~Town's definition of group home in the Zoning Code to ensure compliance~~ Zoning ~~ordinance~~ Code to comply with the Lanterman Disabilities Services Act.

Action 5.8e: Amend the Town's definition and standards pertaining to emergency shelters to ensure compliance with SB 2, AB 2339, and AB 139. ~~Amend the Town's regulations pertaining to emergency shelters to ensure compliance with SB 2 and AB 139.~~

Action 7.1c: Work with housing providers to ensure that housing needs for special needs groups are addressed for seniors, persons with disabilities and developmental disabilities, single parent-headed households with children, large households, and extremely low-income households. The Town will seek to meet special housing needs through a combination of regulatory incentives and zoning standards. Actions 5.7a through 5.7 g, 5.3a, and 6.2c contain additional incentives the Town plans to implement. (The quantifiable metric is proposed as, "Seek funding opportunities beginning in 2024 and annually each year that follows. Incentivize and support the creation of 20 units for those with special needs to reduce displacement risk and expand mobility options."

Action 9.2b: Require that any development within the Affordable Housing Overlay District prepares and publicizes paper and digital versions of multilingual applications, and that all websites containing application information be accessible. (The quantifiable metric is proposed to be amended as, "As a part Affordable Housing Overlay District standards adopted as a part of a full Zoning Code update, establish requirements for paper and digital versions of multilingual applications be made available and accessible.)

DISCUSSION

At the Special Joint Planning Commission and HEAC meeting, the HEAC requested an opportunity to review the nonpolicy related responses to the revised Draft Housing Element and motioned accordingly. In the spirit of efficiencies and time in responding to the HCD with a revised Draft Housing Element, staff is requesting the Town Council approve the proposed policy revision to the aforementioned policies, programs, and actions contained in Attachment 3 and allow staff to work with the HEAC to ensure the revised final Draft Housing Element provides sufficient information to respond to the HCD.

FISCAL IMPACT

The Fiscal Impacts associated with the Housing Element Update include the preparation of the Housing Element prepared by the Housing Element consultant, Houseal Lavigne, in the amount of $283,453 (May 10, 2022, Town Council approval) and staff time.

GENERAL PLAN CONSISTENCY

The Housing Element Update is intended to bring elements of the General Plan into conformance with State law.

CEQA CONSISTENCY

Consideration of the Draft Housing Element and direction to staff to submit to HCD for review is statutorily exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines section 15378 as it does not constitute a "project"; and is consistent with the Climate Action Plan because it does not impact the environment.

ATTACHMENTS

1. Letter from the California State Department of Housing and Community Development dated April 26, 2023.
2. Special Joint Planning Commission and Housing Element Advisory Committee Meeting Presentation
3. Redline Version of Section 8, Policies, Programs, and Actions

STATE OF CALIFORNIA - BUSINESS, CONSUMER SERVICES AND HOUSING AGENCY GAVIN NEWSOM, *Governor*

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
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April 26, 2023

Heidi Scoble, Planning Director
Town of San Anselmo
525 San Anselmo Ave.
San Anselmo, CA 94960

Dear Heidi Scoble,

RE: Town of San Anselmo's 6th Cycle (2023-2031) Draft Housing Element

Thank you for submitting the Town of San Anselmo (Town) draft housing element received for review on January 26, 2023. Pursuant to Government Code section 65585, subdivision (b), the California Department of Housing and Community Development (HCD) is reporting the results of its review.

The draft element addresses many statutory requirements; however, revisions will be necessary to comply with State Housing Element Law (Article 10.6 of the Gov. Code). The enclosed Appendix describes the revisions needed to comply with State Housing Element Law.

For your information, pursuant to Assembly Bill 1398 (Chapter 358, Statutes of 2021), if a local government fails to adopt a compliant housing element within 120 days of the statutory deadline (January 31, 2023), then any rezoning to make prior identified sites available or accommodate the regional housing needs allocation (RHNA) shall be completed no later than one year from the statutory deadline pursuant to Government Code sections 65583, subdivision (c) and 65583.2, subdivision (c). Otherwise, the local government's housing element will no longer comply with State Housing Element Law, and HCD may revoke its finding of substantial compliance pursuant to Government Code section 65585, subdivision (i). Please be aware, if the Town fails to adopt a compliant housing element within one year from the statutory deadline, the element cannot be found in substantial compliance until these rezones are completed.

Public participation in the development, adoption and implementation of the housing element is essential to effective housing planning. Throughout the housing element process, the Town should continue to engage the community, including organizations that represent lower-income and special needs households, by making information regularly available and considering and incorporating comments where appropriate. Please be aware, any revisions to the element must be posted on the local government's website and to email a link to all individuals and organizations that have

previously requested notices relating to the local government's housing element at least seven days before submitting to HCD.

Several federal, state, and regional funding programs consider housing element compliance as an eligibility or ranking criteria. For example, the CalTrans Senate Bill (SB) 1 Sustainable Communities grant; the Strategic Growth Council and HCD's Affordable Housing and Sustainable Communities programs; and HCD's Permanent Local Housing Allocation consider housing element compliance and/or annual reporting requirements pursuant to Government Code section 65400. With a compliant housing element, the Town will meet housing element requirements for these and other funding sources.

For your information, some general plan element updates are triggered by housing element adoption. HCD reminds the Town to consider timing provisions and welcomes the opportunity to provide assistance. For information, please see the Technical Advisories issued by the Governor's Office of Planning and Research at: https://www.opr.ca.gov/planning/general-plan/guidelines.html.

HCD is committed to assisting the Town in addressing all statutory requirements of State Housing Element Law. If you have any questions or need additional technical assistance, please contact Fidel Herrera, of our staff, at Fidel.Herrera@hcd.ca.gov.

Sincerely,

Melinda Coy
Proactive Housing Accountability Chief

Enclosure

APPENDIX
TOWN OF SAN ANSELMO

The following changes are necessary to bring the Town's housing element into compliance with Article 10.6 of the Government Code. Accompanying each recommended change, we cite the supporting section of the Government Code.

Housing element technical assistance information is available on HCD's website at https://www.hcd.ca.gov/planning-and-community-development/hcd-memos. Among other resources, the housing element section contains HCD's latest technical assistance tool, Building Blocks for Effective Housing Elements (Building Blocks), available at https://www.hcd.ca.gov/planning-and-community-development/housing-elements/building-blocks and includes the Government Code addressing State Housing Element Law and other resources.

A. Housing Needs Resources and Constraints

1. *Include an analysis of population and employment trends and documentation of projections and a quantification of the locality's existing and projected needs for all income levels, including extremely low-income households. (Gov. Code, § 65583, subd. (a)(1).)*

   Projected Extremely Low-Income (ELI) Households: While the element quantifies the existing housing needs of ELI) households, it must still quantify projected ELI housing needs. The projected housing need for ELI households can be calculated by using available census data to determine the number of very low-income households that qualify as ELI households or presume that 50 percent of very low-income households qualify as ELI households.

2. *An inventory of land suitable and available for residential development, including vacant sites and sites having realistic and demonstrated potential for redevelopment during the planning period to meet the locality's housing need for a designated income level, and an analysis of the relationship of zoning and public facilities and services to these sites. (Gov. Code, § 65583, subd. (a)(3).)*

   Approved/Pending Sites: The housing element relies on approved/pending projects to accommodate the Town's regional housing need for lower-income households. The element should describe the status of the project, including any necessary approvals or steps prior to development, development agreements, conditions, or requirements such as phasing or timing requirements that impact development in the planning period; and the affordability of the project's units based on anticipated rents, sales prices or other mechanisms (e.g., financing, affordability restrictions) ensuring their affordability.

   Nonvacant Sites: The element must include an analysis demonstrating the potential for redevelopment of nonvacant sites. To address this requirement, the element describes in general the existing use of each nonvacant site for example "commercial improved, single-family improved, single-family unimproved or exemption improved." This alone is not

adequate to demonstrate the potential for redevelopment in the planning period. The description of existing uses should be sufficiently detailed to facilitate an analysis demonstrating the potential for additional development in the planning period. In addition, the element needs to also analyze the extent that existing uses may impede additional residential development. The element can summarize past experiences converting existing uses to higher density residential development, include current market demand for the existing use, provide analysis of existing leases or contracts that would perpetuate the existing use or prevent additional residential development and include current information on development trends and market conditions in the Town and relate those trends to the sites identified. The element could also consider indicators such as age and condition of the existing structure expressed developer interest, low improvement to land value ratio, and other factors.

In addition, if nonvacant sites accommodate 50 percent or more of the lower-income need, the housing element must describe “substantial evidence” that the existing use does not constitute an impediment for additional residential use on the site. Absent findings (e.g., adoption resolution) based on substantial evidence, the existing uses will be presumed to impede additional residential development and will not be utilized toward demonstrating adequate sites to accommodate the Regional Housing Needs Allocation (RHNA).

Realistic Capacity: The element provides assumptions of realistic capacity of 70 percent on nonvacant sites; however, it must also provide support for these assumptions. For example, the element should demonstrate what specific trends, factors, and other evidence led to the assumptions. The estimate of the number of units for each site must be adjusted as necessary, based on the land use controls and site improvements, typical densities of existing or approved residential developments at a similar affordability level in the Town, and on the current or planned availability and accessibility of sufficient water, sewer, and dry utilities. The element includes two project examples on page 130 to demonstrate realistic capacity; however, it is unclear if the two examples represent a trend for all developments at similar affordability levels in the Town. In addition, site 53 on Table 6.8, page 128 calculates realistic capacity at 115 percent of the maximum dwelling units per acre. The element should provide support for this assumption or revise the element as necessary.

Infrastructure: The element must demonstrate sufficient existing or planned water, sewer, and other dry utilities supply capacity, including the availability and access to distribution facilities to accommodate the Town’s regional housing need for the planning period. (Gov. Code, § 65583.2, subd. (b).)

Environmental Constraints: The element should describe any known environmental constraints to the development of housing within the Town. Also, describe mitigation measures, if any, to the environmental constraints.

Replacement Housing Requirements: The sites inventory includes nonvacant sites that include single-family units. The element must identify whether the units are affordable to lower-income households or describe whether the additional residential development on the site requires the demolition of the existing residential use. For nonvacant sites with

existing, vacated, or demolished residential uses and occupied by, or subject to an affordability requirement for, lower-income households within the last five years there must be a replacement housing program for units affordable to lower-income households (Gov. Code, § 65583.2, subd. (g)(3)). Absent a replacement housing program, these sites are not adequate sites to accommodate lower-income households. The replacement housing program has the same requirements as set forth in Government Code section. 65915, subdivision (c)(3). The housing element must be revised to include such analysis and a program, if necessary.

Zoning for a Variety of Housing Types:

- *Manufactured Housing*: Page 92 of the element states that manufactured housing is subject to the same standards and regulations that apply to other single-family homes. However, Per Table 4.4 manufactured homes are not allowed in the same zones where single-family homes are allowed. The housing element must demonstrate the Town's zoning code allows and permits manufactured housing in the same manner and in the same zone as a conventional or stick-built structures are permitted.
- Emergency Shelter: While housing element law does allow a jurisdiction to limit the number of beds or persons permitted to be served nightly by a facility, standards must be designed to encourage and facilitate the development of, or conversion to, an emergency shelter. The element must analyze the 17-bed limit as a potential constraint for the development of emergency shelters. Chapter 654, Statutes of 2022 (AB 2339), adds additional specificity on how cities and counties plan for emergency shelters and ensure sufficient and suitable capacity. While the element includes Program 7.5d to study potential residential zones to allow emergency shelters, this program in of itself does not satisfy these requirements, future submittals of the housing element may need to address these statutory requirements. For example, the program should identify the zones the town is considering and the potential capacity for emergency shelters in those zones. For additional information and timing requirements, please see HCD's memo at https://www.hcd.ca.gov/sites/default/files/docs/planning-and-community/ab2339-notice.pdf.

Electronic Sites Inventory: Pursuant to Government Code section 65583.3, subdivision (b), upon adoption of the housing element, the Town must submit an electronic version of the sites inventory with its adopted housing element to sitesinventory@hcd.ca.gov. Please note, the Town must utilize standards, forms, and definitions adopted by HCD when preparing the sites inventory. Please see HCD's housing element webpage at https://www.hcd.ca.gov/community-development/housing-element/index.shtml#element for a copy of the form and instructions. The Town can reach out to HCD at sitesinventory@hcd.ca.gov for technical assistance.

3. *An analysis of potential and actual governmental constraints upon the maintenance, improvement, or development of housing for all income levels, including the types of housing identified in paragraph (1) of subdivision (c), and for persons with disabilities as identified in the analysis pursuant to paragraph (7), including land use controls, building*

codes and their enforcement, site improvements, fees and other exactions required of developers, and local processing and permit procedures... (Gov. Code, § 65583, subd. (a)(5).).

Land Use Controls: The element must identify and analyze all relevant land use controls impacts as potential constraints on a variety of housing types (e.g., multifamily rental housing, mobilehomes, transitional housing). The analysis must also evaluate the cumulative impacts of land use controls on the cost and supply of housing, including the ability to achieve maximum densities and cost and supply of housing. While Program 5.3.a commits to establish an Affordable Housing Overlay District in the Zoning Code to incentivize the development of affordable housing by allowing greater building height, the element should clarify if three stories is allowed in multifamily zones.

Fees and Exaction: The element provides a cumulative analysis of fees on various housing types but should also list all the various planning and impact fees to better evaluate the impacts on housing development costs.

Processing and Permit Procedure: The element states that design review is required for multifamily residential projects and to construct new single-family residences. The element includes the findings for approval on page 102; however, the following findings should be analyzed as potential constraints on approval certainty and should include a program(s) to address or remove the identified constraints:

- Is functionally and aesthetically compatible with the existing improvements and the natural elements in the surrounding area;
- Provides for protection against noise, odors, and other factors which may make the environment less desirable;
- Will not tend to cause the surrounding area to depreciate materially in appearance or value or otherwise discourage occupancy, investment, or orderly development in such area;
- Will not create unnecessary traffic hazards due to congestion, distraction of motorists, or other factors and provides for satisfactory access by emergency vehicles and personnel;
- Will not unreasonably impair access to light and air of structures on neighboring properties;

Housing for Persons with Disabilities: The element notes group homes for seven or more persons are only permitted subject to a Conditional Use Permit. The element should analyze the process as a potential constraint on housing for persons with disabilities and add or modify programs as appropriate to ensure zoning permits group homes objectively with approval certainty. Secondly, it appears based on Table 4.4, page 91 that residential care facilities for six or fewer are not treated the same as single family. The element should ensure that residential care facilities for six or fewer are treated the same as single-family units and should include programs as necessary. Finally, the element states the Town has a reasonable accommodation procedure and lists the findings of approval; however, finding number five, “whether the requested reasonable accommodation would

adversely impact surrounding properties or uses" should be analyzed as a potential constraint on approval certainty and consistency with HUD guidance related to reasonable accommodation and should include a program(s) to address or remove the identified constraints.

Priority Water and Sewer: For your information, water and sewer service providers must establish specific procedures to grant priority water and sewer service to developments with units affordable to lower-income households. (Gov. Code, § 65589.7.) Local governments are required to immediately deliver the housing element to water and sewer service providers.

Zoning and Fees Transparency: The element must clarify its compliance with new transparency requirements for posting all zoning and development standards for each parcel on the jurisdiction's website pursuant to Government Code section 65940.1(a)(1).

SB 35 Streamlined Ministerial Approval Process: The element states that the Town has not adopted specific SB 35 regulations in the zoning code and follows State requirements to provide ministerial review of projects that meet SB 35 eligibility criteria. However, the element should add a program to identify and analyze written procedures for the SB 35 Streamlined Ministerial Approval Process.

4. *Analyze any special housing needs such as elderly; persons with disabilities, including a developmental disability; large families; farmworkers; families with female heads of households; and families and persons in need of emergency shelter. (Gov. Code, § 65583, subd. (a)(7).)*

   Seniors: While the element includes a quantification of the senior population, it must also analyze their special housing needs. For a complete analysis, the element should discuss challenges faced by the senior population, the existing resources to meet those needs (availability senior housing units, # of deed restricted units, etc.,), an assessment of any gaps in resources, and proposed policies, programs, and funding to help address those gaps.

   Persons with Developmental Disabilities: While the element includes a quantification of persons with developmental disabilities, it must also include a qualitative description of the need (including a description of the potential housing problems faced by the special needs group), a description of any existing resources or programs, and an assessment of unmet needs.

B. Housing Programs

1. *Identify actions that will be taken to make sites available during the planning period with appropriate zoning and development standards and with services and facilities to accommodate that portion of the city's or county's share of the regional housing need for each income level that could not be accommodated on sites identified in the inventory completed pursuant to paragraph (3) of subdivision (a) without rezoning, and to comply*

with the requirements of Government Code section 65584.09. Sites shall be identified as needed to facilitate and encourage the development of a variety of types of housing for all income levels, including multifamily rental housing, factory-built housing, mobilehomes, housing for agricultural employees, supportive housing, single-room occupancy units, emergency shelters, and transitional housing. (Gov. Code, § 65583, subd. (c)(1).)

As noted in Finding A2, the element does not include a complete site analysis; therefore, the adequacy of sites and zoning were not established. Based on the results of a complete sites inventory and analysis, the Town may need to add or revise programs to address a shortfall of sites or zoning available to encourage a variety of housing types. In addition, the element should be revised as follows:

Rezone Program for Adequate Sites: The element appears to rely on rezoning of sites (Program 5.7) to accommodate the regional housing need, including for lower-income households; however, rezoning programs to accommodate the RHNA must identify the shortfall of sites, minimum acreage to be rezoned, candidate sites for rezoning and completion dates. Rezoning programs to accommodate the RHNA for lower-income households must meet all requirements pursuant to Government Code section 65583.2, subdivisions (h) and (i). Examples include nondiscretionary approval, requiring minimum densities, permitting at least 16 units per site and residential performance standards.

2. *The Housing Element shall contain programs which assist in the development of adequate housing to meet the needs of extremely low-, very low-, low- and moderate-income households. (Gov. Code, § 65583, subd. (c)(2).)*

   Assist in Development Programs: The element must include specific actions to assist in the development of ELI households and persons with special needs including farmworkers, homeless, and persons with disabilities, including developmental. The element includes several programs for lower income but should also include extremely low income and special needs.

   Affordable Housing Overlay Zone: The element appears to rely on Program 5.3 to establish an Affordable Housing Overlay District in the Zoning Code to incentivize the development of affordable housing by allowing greater building height, density, and floor area ratio and by reducing parking requirements for multifamily and mixed-use developments that provide a specified percent of units as affordable to low and very low-income households. The element should also specify where the overlay will be applied, describe the permitting procedures that will apply to the residential development in the overlay and describe incentives to encourage and facilitate the development of housing affordable to lower-income households. In addition, the element should list and evaluate the objective design and development standards that will be applied.

3. *Address and, where appropriate and legally possible, remove governmental and nongovernmental constraints to the maintenance, improvement, and development of housing, including housing for all income levels and housing for persons with disabilities. The program shall remove constraints to, and provide reasonable accommodations for*

housing designed for, intended for occupancy by, or with supportive services for, persons with disabilities. (Gov. Code, § 65583, subd. (c)(3).)

As noted in Finding A3, the element requires a complete analysis of potential governmental constraints. Depending upon the results of that analysis, the Town may need to revise or add programs and address and remove or mitigate any identified constraints.

4. *Promote and affirmatively further fair housing opportunities and promote housing throughout the community or communities for all persons regardless of race, religion, sex, marital status, ancestry, national origin, color, familial status, or disability, and other characteristics... (Gov. Code, § 65583, subd. (c)(5).)*

   While Table 7.37 Affirmatively Furthering Fair Housing Implementation Matrix includes contributing factors, and geographic targeting, the Program actions do not include metrics. Table 7.37 should be revised to include metrics with clear commitments.

   In addition, goals and actions must specifically respond to the analysis and to the identified and prioritized contributing factors to fair housing issues and must be significant and meaningful enough to overcome identified patterns and trends. Actions must have specific commitment, metrics, milestones and geographic targeting; and, as appropriate must address housing mobility enhancement, new housing choices and affordability in higher opportunity or higher income areas; place-based strategies for community preservation and revitalization and displacement protection. The element acknowledges that Racially Concentrated Areas of Affluence (RCAA) exists within the Town, and that the Town is predominantly in the high resource category according to TCAC/HCD Opportunity Maps and is predominantly higher income, the Town must include a significant and robust suite of actions (not limited to the RHNA) to promote housing mobility and improve new housing opportunities throughout the Town for existing residents and the broader region.

5. *Develop a plan that incentivizes and promotes the creation of accessory dwelling units that can be offered at affordable rent, as defined in Section 50053 of the Health and Safety Code, for very low, low-, or moderate-income households. For purposes of this paragraph, "accessory dwelling units" has the same meaning as "accessory dwelling unit" as defined in paragraph (4) of subdivision (i) of Section 65852.2. (Gov. Code, § 65583, subd. (c)(7).)*

   While the element includes Programs 6.1 and 6.2 to promote the construction and affordability of Accessory Dwelling Units, the programs should include metrics and geographic area.

C. <u>Quantified Objectives</u>

Establish the number of housing units, by income level, that can be constructed, rehabilitated, and conserved over a five-year time frame. (Gov. Code, § 65583, subd. (b)(1 & 2).)

The element must include quantified objectives estimating the number of housing units by income category that can be constructed, rehabilitated, and conserved over a five-year time period. This requirement could be addressed by utilizing a matrix like the one illustrated below:

Income	**New Construction**	**Rehabilitation**	**Conservation/ Preservation**
Extremely Low-			
Very Low-			
Low-			
Moderate-			
Above Moderate-			
TOTAL			

San Anselmo Housing Element Update

HCD LETTER OVERVIEW

May 15, 2023

Meeting Agenda

- Housing Element Overview and Update Process
- HCD Comment Letter Overview
  - Comments requiring additional analysis but no policy revisions
  - Comments requiring policy revisions
- Next Steps

HOUSING ELEMENT OVERVIEW AND UPDATE PROCESS

What is a Housing Element?

- Provides an assessment of the City's housing needs and identifies how to accommodate the housing needs of existing and future residents.
- Sets citywide policies, programs, and actions for housing, and identifies housing conditions and needs within the community.
- Must be reviewed for compliance and certified by State Department of Housing and Community Development (HCD).

Why are Housing Elements Updated?

- Ensure the City complies with State housing laws
- Demonstrate San Anselmo's ability to meet future housing growth needs
- To adopt and implement policies addressing local housing issues
- Allow the community to further engage in the planning process

What is "RHNA"?

- Regional Housing Needs Allocation
  - *Assigned by State via ABAG*
  - *Projected number of new units needed in the region over 8 years*
  - *Broken into four income categories*
  - *Currently in Cycle 5 or “RHNA 5"*
  - *Planning for Cycle 6 or "RHNA 6"*
- RHNA 5: 2014-2022
- RHNA 6: 2023-2031

Association of Bay Area Governments

San Anselmo's RHNA 6 Allocation

Income Level	RHNA 6 Allocation
Very Low Income (0-50% AMI)	253
Low Income (51-79% AMI)	145
Moderate Income (80-119% AMI)	121
Above Moderate Income (120% AMI+)	314
TOTAL:	***833***
AMI = Area Median Income ***AMI for Marin County = $166,000/year for a family of four***	

Units Already Accounted For

- ADUs - 160
- Pipeline Projects - 43

San Anselmo's RHNA 6 Allocation

Income Level	RHNA 6 Allocation	RHNA 6 Allocation After ADUs	RHNA 6 Allocation After ADUs & Pipeline
Very Low Income	253	205	194
Low Income	145	97	88
Moderate Income	121	73	69
Above Moderate Income	314	298	279
TOTAL:	***833***	673	630

AMI = Area Median Income
AMI for Marin County = $166,000/year for a family of four

20% No Net Loss Buffer

- 630 units remaining after subtracting ADUs and pipeline projects
- 630 x .20 = 126
- Total remaining RHNA and 20% no net loss buffer: **754**

Update Process

- 6/4/2022 – Town Council Introduction
- 7/11/2022 – HEAC Meeting 1
- 7/21/2022 – Town Hall Meeting 1
- 7/25/2022 – HEAC Meeting 2
- 8/25/2022 – Town Hall Meeting 2
- 9/1/2022 – HEAC Meeting 3
- 9/22/2022 – HEAC Meeting 4
- 10/11/2022 – Town Council Meeting
- 11/3/2022 – HEAC Meeting 5
- 12/15/2022 – HEAC Meeting 6

Introductory and Informational Meetings

Housing Opportunity Sites Identification and Discussion

Housing Opportunity Sites Analysis and Finalization

Policies, Programs, and Actions Discussion

Public Review Draft HE Overview

Update Process

- 12/21/2022 – Planning Commission Meeting
- 1/10/2023 – Town Council Meeting
- 1/26/2023 – Housing Element submitted to HCD for 90-day review
- 4/26/2023 – HCD Comment Letter Received

HCD COMMENT LETTER OVERVIEW

HCD Comment Letter

- Comments requiring additional analysis but no policy revisions
- Comments requiring policy revisions

Comments Requiring Additional Analysis but No Policy Revisions

Section 3: Housing Needs

- The Housing Element needs to quantify project Extremely Low-Income housing needs.

- The Housing Element needs to provide a complete analysis of the Town's senior housing needs.

- The Housing Element needs to include a quantification of persons with development disabilities and a qualitative description of the housing need, existing resources or programs, and an assessment of unmet needs.

Comments Requiring Additional Analysis but No Policy Revisions

Section 4: Housing Constraints

- The Housing Element should describe any known environmental constraints to the development of housing within the Town, including any mitigation measures if necessary.

- The Housing Element must demonstrate that the Town's Zoning Code allows and permits manufactured housing in the same manner and in the same zone as conventional or stick-built structures permitted.

- The Housing Element should include the various planning and impact fees to better evaluate the impacts on housing development costs.

Comments Requiring Additional Analysis but No Policy Revisions

Section 4: Housing Constraints

- The Housing Element must identify and analyze all relevant land use controls and impacts as potential constraints on housing types. The analysis must also evaluate the cumulative impacts on land use controls on cost and supply of housing, including the ability to achieve maximum densities and cost/supply of housing.

- The Housing Element must clarify its compliance with new transparency requirements for posting all zoning and development standards for each parcel on the jurisdiction's website pursuant to Government Code section 65940.1(a)(1).

- The Housing Element should add a program to identify and analyze written procedures for the SB 35 Streamlined Ministerial Approval Process.

Comments Requiring Additional Analysis but No Policy Revisions

Section 6: Housing Opportunities

- The Housing Element should describe the status of the project, including any necessary approvals or steps prior to development, development agreements, conditions, or requirements such as phasing or timing requirements that impact development in the planning period; and the affordability of the project's units based on anticipated rents, sales prices or other mechanisms (e.g., financing, affordability restrictions) ensuring their affordability.

- The Housing Element must include an analysis demonstrating the potential for redevelopment of nonvacant sites.

Comments Requiring Additional Analysis but No Policy Revisions

Section 6: Housing Opportunities

- The Housing Element needs to provide support for the Town's nonvacant site assumptions related to realistic capacity.

- Provide support relative to the realistic capacity related to Site 53 or revise the capacity as necessary. The Housing Element identifies a capacity of 115%. The capacity was based on owner interest.

Comments Requiring Additional Analysis but No Policy Revisions

Section 6: Housing Opportunities

- The Housing Element must demonstrate sufficient existing or planned water, sewer, and other dry utilities supply capacity, including the availability and access to distribution facilities to accommodate the Town's regional housing need for the planning period. (Gov. Code, § 65583.2, subd. (b).)

- The Housing Element needs to include an electronic sites inventory per Government Code section 65583.3, subdivision (b), upon adoption of the housing element.

Comments Requiring Policy Revisions

- Emergency Shelters
- Barriers to Housing
- Housing for Persons with Disabilities
- Priority Water and Sewer
- Sites Inventory
- Rezone Program for Adequate Sites
- Assist in Development Programs
- Affirmatively Furthering Fair Housing
- Accessory Dwelling Units

Comments Requiring Policy Revisions

- Emergency Shelter: While housing element law does allow a jurisdiction to limit the number of beds or persons permitted to be served nightly by a facility, standards must be designed to encourage and facilitate the development of, or conversion to, an emergency shelter. The element must analyze the 17-bed limit as a potential constraint for the development of emergency shelters. Chapter 654, Statutes of 2022 (AB 2339), adds additional specificity on how cities and counties plan for emergency shelters and ensure sufficient and suitable capacity. While the element includes Program 7.5d to study potential residential zones to allow emergency shelters, this program in of itself does not satisfy these requirements, future submittals of the housing element may need to address these statutory requirements. For example, the program should identify the zones the town is considering and the potential capacity for emergency shelters in those zones. For additional information and timing requirements, please see HCD's memo at https://www.hcd.ca.gov/sites/default/files/docs/planning-and-community/ab2339-notice.pdf.

Comments Requiring Policy Revisions

Action 5.8e: Amend the Town's definition and standards pertaining to emergency shelters to ensure compliance with SB 2, AB 2339, and AB 139. ~~Amend the Town's regulations pertaining to emergency shelters to ensure compliance with SB 2 and AB 139.~~

Action 7.5d: Conduct a study to identify appropriate sites in the C-L, C-3, and PF zones with adequate capacity for emergency shelters in accordance with AB 2339. ~~Conduct a study to identify appropriate locations in residential areas of the community for emergency shelters in accordance with AB 2339.~~

Comments Requiring Policy Revisions

- The element states that design review is required for multifamily residential projects and to construct new single-family residences. The element includes the findings for approval on page 102; however, the following findings should be analyzed as potential constraints on approval certainty and should include a program(s) to address or remove the identified constraints:
  - Is functionally and aesthetically compatible with the existing improvements and the natural elements in the surrounding area;
  - Provides for protection against noise, odors, and other factors which may make the environment less desirable;
  - Will not tend to cause the surrounding area to depreciate materially in appearance or value or otherwise discourage occupancy, investment, or orderly development in such area;
  - Will not create unnecessary traffic hazards due to congestion, distraction of motorists, or other factors and provides for satisfactory access by emergency vehicles and personnel;
  - Will not unreasonably impair access to light and air of structures on neighboring properties;

Comments Requiring Policy Revisions

Action 5.9e: Evaluate and update the design review findings in the Zoning Code to be objective in order to remove barriers to housing development. (The quantifiable metric is proposed as, "Update the Zoning Code to remove subjective design review findings".)

Comments Requiring Policy Revisions

- Housing for Persons with Disabilities: The element notes group homes for seven or more persons are only permitted subject to a Conditional Use Permit. The element should analyze the process adversely impact surrounding properties or uses" should be analyzed as a potential constraint on approval certainty and consistency with HUD guidance related to reasonable accommodation and should include a program(s) to address or remove the identified constraints as a potential constraint on housing for persons with disabilities and add or modify programs as appropriate to ensure zoning permits group homes objectively with approval certainty. Secondly, it appears based on Table 4.4, page 91 that residential care facilities for six or fewer are not treated the same as single family. The element should ensure that residential care facilities for six or fewer are treated the same as single-family units and should include programs as necessary. Finally, the element states the Town has a reasonable accommodation procedure and lists the findings of approval; however, finding number five, "whether the requested reasonable accommodation would adversely impact surrounding properties or uses" should be analyzed as a potential constraint on approval certainty and consistency with HUD guidance related to reasonable accommodation and should include a program(s) to address or remove the identified constraints.

Comments Requiring Policy Revisions

Action 7.2a: Amend the Town's Zoning Code to allow all residential care facilities, for the elderly and for persons with a chronic life-threatening illness, both small and large, to be permitted ~~in all multifamily and commercial districts~~ in all zoning districts that allow single family units.

Action 9.1e: Amend the Zoning Code to remove barriers for the approval of requests for reasonable accommodation to comply with the Americans with Disabilities Act. In particular, the Town will remove Finding 5 required for reasonable accommodation approval to be consistent with State law. (The quantifiable metric is also proposed to Amend Chapter 13, Reasonable Accommodation, of the Zoning Ordinance to include objective findings and procedures to facilitate adequate housing conditions for persons with disabilities.)

Comments Requiring Policy Revisions

Action 9.1f: Provide maximum flexibility in the development of housing for persons with physical disabilities and developmental disabilities. ~~Provide maximum flexibility in the development of housing for persons with disabilities).~~ Establish an Administrative Exceptions process to allow for ministerial approval of minor variances for the development of housing for persons with disabilities and developmental disabilities. (The quantifiable metric is also proposed as follows: "As a part of a full Zoning Code update, establish an Administrative Exceptions process to allow for ministerial approval of minor variances for the development of housing for persons with disabilities and developmental disabilities. Assist with the creation of 20 units for those with special needs, including those persons with developmental disabilities, to reduce displacement risk and expand mobility options.")

Comments Requiring Policy Revisions

- Priority Water and Sewer: For your information, water and sewer service providers must establish specific procedures to grant priority water and sewer service to developments with units affordable to lower-income households. (Gov. Code, § 65589.7.) Local governments are required to immediately deliver the housing element to water and sewer service providers.

Comments Requiring Policy Revisions

Action 1.1d: Work with the Marin Municipal Water District (MMWD) and the Ross Valley Sanitary District (RVSD) to ensure the availability and adequate capacity of water and wastewater systems to accommodate the housing needs during the planning period. Priority shall be granted to proposed developments that include housing affordable to lower-income households. In addition, the Town will provide a copy of the Housing Element and any future amendments to MMWD and RVSD immediately after adoption.

Comments Requiring Policy Revisions

- The sites inventory includes nonvacant sites that include single-family units. The element must identify whether the units are affordable to lower-income households or describe whether the additional residential development on the site requires the demolition of the existing residential use. For nonvacant sites with existing, vacated, or demolished residential uses and occupied by, or subject to an affordability requirement for, lower-income households within the last five years there must be a replacement housing program for units affordable to lower-income households (Gov. Code, § 65583.2, subd. (g)(3)). Absent a replacement housing program, these sites are not adequate sites to accommodate lower-income households. The replacement housing program has the same requirements as set forth in Government Code section. 65915, subdivision (c)(3). The housing element must be revised to include such analysis and a program, if necessary.

Comments Requiring Policy Revisions

Action 4.1c: When housing developments are identified as "at-risk" of converting from affordable to market- rate, work with MHA to reduce the potential of conversion and preserve or replace units, as needed, through the following strategies:

- Monitor the status of "at risk" units pursuant to Action 4.1d. If property owners indicate the desire to convert the units, consider providing technical assistance, when possible, to support preservation of the "at risk" units at an affordable price.
- Work with Marin Housing Authority and other agencies and non-profits to seek funding to subsidize the long-term affordability of the "at risk" units.
- To reduce displacement risk and in accordance with California Government Code Section 65583.2(g), require replacement housing units subject to the requirements of California Government Code Section 65915(c)(3) on sites identified in the sites inventory when any new development (residential, mixed-use, or nonresidential) occurs on a site that has been occupied by or restricted for the use of lower-income households at any time during the previous five years. This requirement applies to non-vacant sites and vacant sites with previous residential uses that have been vacated or demolished.

Comments Requiring Policy Revisions

- Rezone Program for Adequate Sites: The element appears to rely on rezoning of sites (Program 5.7) to accommodate the regional housing need, including for lower-income households; however, rezoning programs to accommodate the RHNA must identify the shortfall of sites, minimum acreage to be rezoned, candidate sites for rezoning and completion dates. Rezoning programs to accommodate the RHNA for lower-income households must meet all requirements pursuant to Government Code section 65583.2, subdivisions (h) and (i). Examples include nondiscretionary approval, requiring minimum densities, permitting at least 16 units per site and residential performance standards.

Comments Requiring Policy Revisions

Action 1.1b: Work with MHA, and local Bay Area and Marin County housing non-profits and affordable housing developers to implement resale and rental regulations for extremely low, very low-, low- and moderate-income units, and monitor to ensure that these units remain affordable.

Action 6.2a: Assess the feasibility of waiving all fees associated with ADU permitting when the property owner deed restricts their ADU to be rented at rates affordable to extremely low- and very low-income households.

Program 7.1: As appropriate, assist service providers to link together services for special needs populations to provide the most effective response to persons experiencing homelessness or at risk of homelessness, youth needs, farmworkers, seniors, persons with disabilities and developmental disabilities, substance abuse problems, HIV/AIDS, and multiple diagnoses, veterans, victims of domestic violence, and other economically challenged or underemployed workers.

Comments Requiring Policy Revisions

- Assist in Development Programs: The element must include specific actions to assist in the development of ELI households and persons with special needs including farmworkers, homeless, and persons with disabilities, including developmental. The element includes several programs for lower income but should also include extremely low income and special needs.

Comments Requiring Policy Revisions

Action 5.3a: Establish an Affordable Housing Overlay District in the Zoning Code for properties zoned SPD, C-3, and R-3 to incentivize the development of affordable housing by allowing greater building height, density, and floor area ratio and by reducing parking requirements for multifamily and mixed-use developments that provide a specified percent of units as affordable to low, very low-income, or extremely low-income households. In addition, the Town will waive the rezoning fees for property owners' requests to be rezoned within the Affordable Housing Overlay District to incentivize affordable housing creation. The nondiscretionary, administrative approval process will utilize objective design standards, as detailed in Actions 3.1b and 3.2a. ~~Establish an Affordable Housing Overlay District in the Zoning Code to incentivize the development of affordable housing by allowing greater building height, density, and floor area ratio and by reducing parking requirements for multifamily and mixed-use developments that provide a specified percent of units as affordable to low and very low-income households.~~

Comments Requiring Policy Revisions

- While Table 7.37 Affirmatively Furthering Fair Housing Implementation Matrix includes contributing factors, and geographic targeting, the Program actions do not include metrics. Table 7.37 should be revised to include metrics with clear commitments. In addition, goals and actions must specifically respond to the analysis and to the identified and prioritized contributing factors to fair housing issues and must be significant and meaningful enough to overcome identified patterns and trends. Actions must have specific commitment, metrics, milestones and geographic targeting; and, as appropriate must address housing mobility enhancement, new housing choices and affordability in higher opportunity or higher income areas; place-based strategies for community preservation and revitalization and displacement protection. The element acknowledges that Racially Concentrated Areas of Affluence (RCAA) exists within the Town, and that the Town is predominantly in the high resource category according to TCAC/HCD Opportunity Maps and is predominantly higher income, the Town must include a significant and robust suite of actions (not limited to the RHNA) to promote housing mobility and improve new housing opportunities throughout the Town for existing residents and the broader region.

Comments Requiring Policy Revisions

Action 4.5a: Evaluate, and if appropriate, amend the Zoning Code and other portions of the Municipal Code to remove potential constraints for adaptive reuse, such as the review/approval process, design requirements, and parking standards. (The quantifiable metric is proposed to be amended as, "As a part of a full Zoning Code update, evaluate whether barriers to adaptive reuse exist and eliminate identified barriers as appropriate. Assist 40 units with rehabilitation opportunities during the planning period.")

Action 7.3b: Work with the MHA to promote the Housing Choice Voucher program regularly through public outreach. (The quantifiable metric is proposed to be amended as, "Update the Town's website to include information regarding Housing Choice Vouchers and to promote their acceptance by landlords and use by residents. A total of 20 lower- and moderate-income households access rental opportunities with Section 8 housing assistance to facilitate housing mobility.")

Comments Requiring Policy Revisions

- While the element includes Programs 6.1 and 6.2 to promote the construction and affordability of Accessory Dwelling Units, the programs should include metrics and geographic area.

Comments Requiring Policy Revisions

Action 6.1a: Conduct community outreach to determine the preferred ADU design style of San Anselmo residents. (The quantifiable metric is proposed to be amended as, "Facilitate at least one in-person event and conduct web-based community outreach to determine the preferred ADU design style of San Anselmo residents. The in-person and online engagement will be scheduled, formatted, and located to be accessible and convenient for community members, both in person and online. The online outreach will use communication techniques to assist those without time to ability to attend in person meetings. ~~Facilitate in person web based community outreach to determine the preferred ADU design style of San Anselmo.")~~

Action 6.1c: Work with the various Town departments to pre-approve the ADU plans. (The quantifiable metric is proposed to be amended as, "Pre-approve the ADU plans developed as a part of Action 6.1b. Facilitate the creation of 20 ADUs annually throughout the town, with particular emphasis on geographic areas identified as racially concentrated areas of affluence to increase housing opportunities for minority and lower and moderate-income households in these neighborhoods. ~~Pre-approve the ADU plans developed as part of Action 6.1b.")~~

Comments Requiring Policy Revisions

Action 6.2a: Assess the feasibility of waiving all fees associated with ADU permitting when the property owner deed restricts their ADU to be rented at rates affordable to extremely low- and very low-income households. (The quantifiable metric is proposed to be amended as, "As a part of annual budget development, assess the impact of waiving fees associated with the development of deed restricted affordable ADUs and pass waiver allowances, as appropriate.")

Action 6.2b: Establish an ADU Review Team comprised of representatives from the Town's various departments including Planning, Fire, and Public Works and conduct regular weekly meetings to ensure efficient review of ADU applications. (The quantifiable metric is proposed to be amended as, "Establish the ADU review team. Conduct weekly meetings to review ADU applications, prioritizing review of permits for ADUs proposed in geographic areas identified as racially concentrated areas of affluence to increase housing opportunities for minority and lower and moderate-income households in these neighborhoods.")

Comments Requiring Policy Revisions

Action 6.2e: Enhance the Town's Summary Guide to ADUs to include diagrams, calculators, and other tools to help walk residents through the ADU/JADU permitting process. The quantifiable metric is proposed to be amended as, "Hire a consultant to develop an interactive web-based tool to guide residents through the ADU construction process in a streamlined and user-friendly manner. Once established, the web-based tool will facilitate the creation of 10 additional ADUs annually throughout the town, with particular emphasis on geographic areas identified as racially concentrated areas of affluence to increase housing opportunities for minority and lower and moderate-income households in these neighborhoods.")

Other Proposed New Policy or Policy Amendments to Address Comments

Action 3.2a: Adopt objective design standards for all housing types to clearly communicate San Anselmo's development design standards and streamline development approval processes. Within the objective design standards, include specific written procedures for evaluation of ministerial housing projects, including the Senate Bill 35 Streamlined Ministerial Approval Process. ~~Adopt objective design standards for all housing types to clearly communicate San Anselmo's development design standards and streamline development approval processes.~~ (The quantifiable metric is proposed to be amended as, "Adopt objective design standards for all housing types, including specific written procedures for evaluation of ministerial housing projects, including the Senate Bill 35 Streamlined Ministerial Approval Process.")

Other Proposed New Policy or Policy Amendments to Address Comments

Action 5.2a: Amend the Zoning Code to require all new development and redevelopment in the C-L and C-3 districts to include residential units at a minimum density of 20 dwelling units per acre and a maximum density of up to 30 dwelling units per acre. (The quantifiable metric is proposed to be amended as, "Adopt Zoning Code amendments to require all new development and redevelopment in the C-L and C-3 districts to include residential units at a density minimum density of 20 and maximum density of up to 30 dwelling units per acre.")

Action 5.2b: Amend the zoning standards, including maximum density, maximum building height, and other requirements, in the C-L and C-3 districts and maximum FAR in the C-1, C-L, and C-3 districts to accommodate mixed-use development and require the residential use to occupy at least 50 percent of the total floor area of a mixed use project. (The quantifiable metric is proposed to be amended as, "Adopt zoning ordinance amendments to accommodate mixed-use development and require the residential use to occupy at least 50 percent of the total floor area of a mixed use project in the C-L and C-3 districts.")

Other Proposed New Policy or Policy Amendments to Address Comments

Action 5.5a: Conduct a nexus study to support the establishment and structure of an Affordable Housing Impact Fee to be levied upon new, above moderate- income housing development and to research and identify funding mechanisms to subsize underground utilities for affordable housing development.

Action 5.8a: Amend the ~~Town's definition of group home in the Zoning Code to ensure compliance~~ Zoning ~~ordinance~~ Code to comply with the Lanterman Disabilities Services Act.

Action 5.8e: Amend the Town's definition and standards pertaining to emergency shelters to ensure compliance with SB 2, AB 2339, and AB 139. ~~Amend the Town's regulations pertaining to emergency shelters to ensure compliance with SB 2 and AB 139~~.

Other Proposed New Policy or Policy Amendments to Address Comments

Action 7.1c: Work with housing providers to ensure that housing needs for special needs groups are addressed for seniors, persons with disabilities and developmental disabilities, single parent-headed households with children, large households, and extremely low-income households. The Town will seek to meet special housing needs through a combination of regulatory incentives and zoning standards. Actions 5.7a through 5.7 g, 5.3a, and 6.2c contain additional incentives the Town plans to implement. (The quantifiable metric is proposed as, "Seek funding opportunities beginning in 2024 and annually each year that follows. Incentivize and support the creation of 20 units for those with special needs to reduce displacement risk and expand mobility options."

Other Proposed New Policy or Policy Amendments to Address Comments

Action 9.2b: Require that any development within the Affordable Housing Overlay District prepares and publicizes paper and digital versions of multilingual applications, and that all websites containing application information be accessible. (The quantifiable metric is proposed to be amended as, "As a part Affordable Housing Overlay District standards adopted as a part of a full Zoning Code update, establish requirements for paper and digital versions of multilingual applications be made available and accessible.)

Other Proposed New Policy or Policy Amendments to Address Comments

Residential Building Permits Issued (2019-2022)			
Income	New Construction[1]	Rehabilitation[1]	Conservation/ Preservation[1]
Extremely Low-	0	0	0
Very Low-	5	0	10
Low-	6	0	12
Moderate-	7	0	12
Above Moderate-	19	0	54
TOTAL	**37**	**0**	**88**

[1] Corresponds to number of Town building permits issued from 2019-2022.

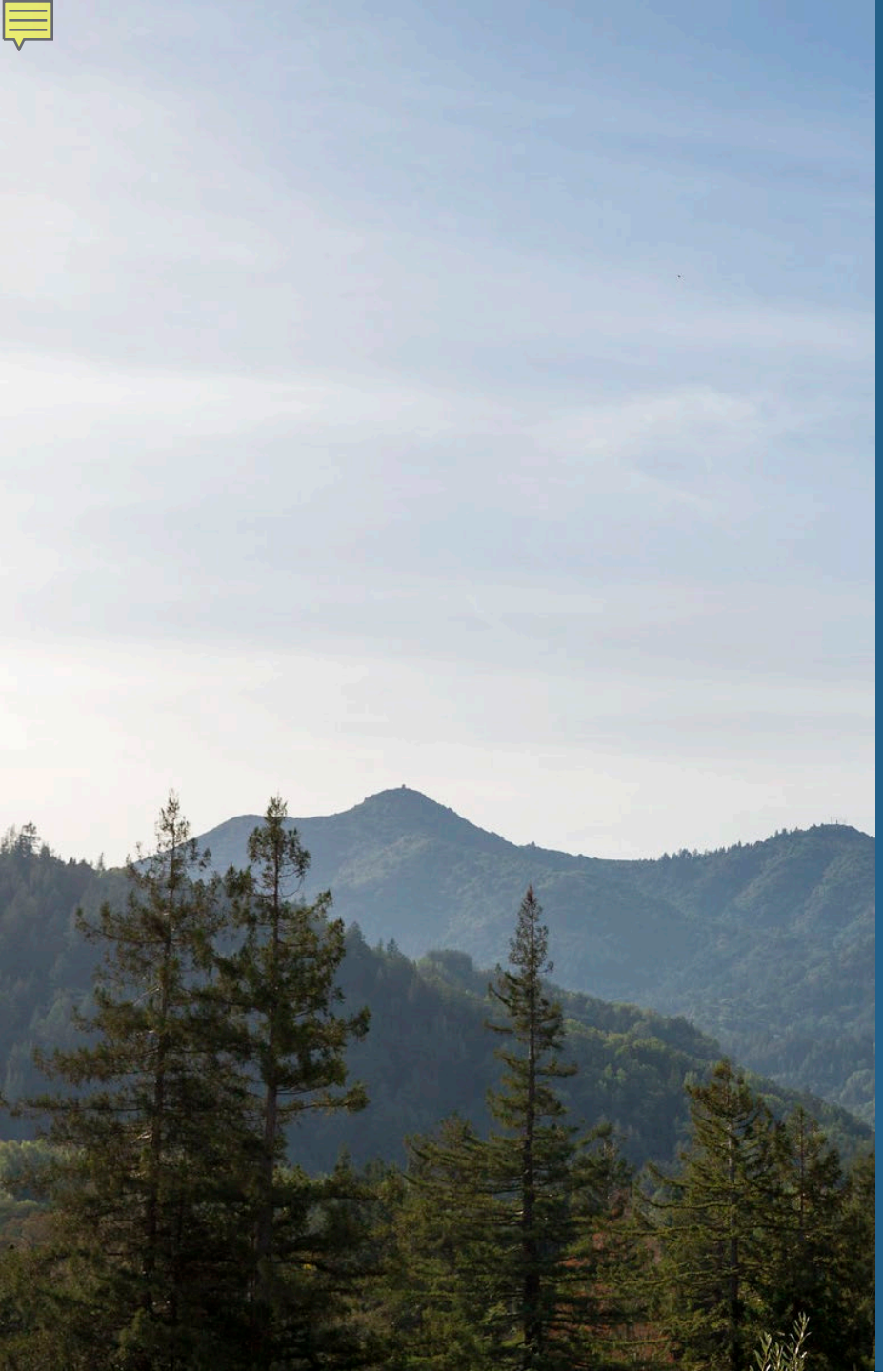
Other Proposed New Policy or Policy Amendments to Address Comments

Table 8.3: Quantified Objectives			
Income	**New Construction[1]**	**Rehabilitation[2]**	**Conservation/ Preservation[3]**
Extremely Low-	126	8	10
Very Low-	127	8	10
Low-	145	8	12
Moderate-	121	8	12
Above Moderate-	314	8	54
TOTAL	**833**	**40**	**98**

[1] Corresponds to RHNA projections.
[2] Corresponds to Quantifiable Metric for Action 4.5a.
[3] Corresponds to number of Town building permits issued from 2019-2022.

QUESTIONS?

NEXT STEPS



Next Steps

- Finalize the Draft Housing Element and Resubmit to the HCD for another 60-day Review
- July 17, 2023 Planning Commission
- July 25, 2023 Town Council Meeting
- August-Adoption of the Housing Element

THANK YOU!

8

POLICIES, PROGRAMS, AND ACTIONS

Policies, Programs, and Actions

The policies, programs, and actions presented in the Action Matrix below provide the Town of San Anselmo with a coordinated and comprehensive strategy for promoting the production of safe, decent, and affordable housing throughout the community. The Action Matrix also identifies the town lead, time frame, and quantifiable metrics for each action to ensure the Town is held accountable in Housing Element implementation.

Table 8.1: Housing Element Action Matrix			
	Town Lead	Completion Time Frame	Quantifiable Metric
Policy 1. Build Local Government Institutional Capacity and Monitor Accomplishments to Respond Effectively to Housing Needs.			
Program 1.1: Take a proactive leadership role in working with community groups, other jurisdictions and agencies, non-profit housing sponsors, and the building and real estate industry in following through on identified Housing Element implementation actions in a timely manner.			
Action 1.1a: Continue to implement the agreements with the Marin Housing Authority (MHA), for for-sale units and with local Bay Area and Marin County housing non-profits and affordable housing developers for for-rent units, to manage deed restricted affordable housing developments in San Anselmo.	Planning Department	Bi-annually	Conduct bi-annual coordination calls to ensure continued implementation.
Action 1.1b: Work with MHA, and local Bay Area and Marin County housing non-profits and affordable housing developers to implement resale and rental regulations for extremely low, very low-, low- and moderate-income units, and monitor to ensure that these units remain affordable.	Planning Department	Summer 2025	Establish a database of properties subject to resale and rental regulations for monitoring purposes.
Action 1.1c: Work with non-profits to assist in achieving the Town's housing goals and implementing programs. Coordination should occur on an ongoing basis and as special opportunities arise through Housing Element implementation. Facilitate the participation of non-profits as an advisory role to assist the Town's affordable housing consultant (see Program 1.2) in identifying funding and opportunities for development.	Planning Department	Quarterly; Case-by-case basis	Conduct quarterly coordination calls to establish open, ongoing communication.
Action 1.1d: Work with the Marin Municipal Water District (MMWD) and the Ross Valley Sanitary District (RVSD) to ensure the availability and adequate capacity of water and wastewater systems to accommodate the housing needs during the planning period. Priority shall be granted to proposed developments that include housing affordable to lower-income households. In addition, the Town will provide a copy of the Housing Element and any future amendments to MMWD and RVSD immediately after adoption.	Planning Department; Public Works Department	Send Housing Element upon adoption	Send Housing Element to MMWS and RVSD upon adoption and subsequently as future amendments are adopted.
Program 1.2: Seek ways to organize and allocate staffing and community resources effectively and efficiently to implement the programs of the Housing Element.			
Action 1.2a: Provide a report annually to the Town Council to review progress on Housing Element programs. Annually prioritize programs for implementation and include funding in the Town's budget.	Planning Department	Annually	Conduct annual meetings with the Planning Commission and Town Council to report on progress of Housing Element implementation.
Action 1.2b: Hire a consultant with expertise in affordable housing to present options for funding affordable housing projects, identifying affordable housing strategies and opportunities in San Anselmo as the Town budget is developed.	Planning Department	Annually	Present affordable housing strategies and opportunities to the Town Council prior to the adoption of each annual budget.

Action 1.2c: Continue ongoing and annual outreach and coordination with non-profit housing developers and affordable housing advocates to provide advice and comment on proposed zoning amendments and other program implementation.	Planning Department; Communications	Annually; Case-by-case basis	Assess opportunities for non-profit housing developers and affordable housing advocates to provide advice on proposed zoning and other program implementation on an ongoing basis as items are brought forward. Include non-profit housing developers and affordable housing advocates on the Town's e-newsletter mailing list to ensure they are notified of zoning amendments and other program implementation efforts.

Table 8.1: Housing Element Action Matrix			
	Town Lead	Completion Time Frame	Quantifiable Metric
Program 1.3: Ensure regular monitoring and reporting, including outreach to the public, on the status of housing in San Anselmo.			
Action 1.3a: Develop a monitoring mechanism to ensure no net loss of housing occurs during the Housing Element planning period and adjust zoning as needed.	Planning Department	Summer 2023; Annually	Establish a monitoring mechanism and assign a Planning Department staff person to assess and identify needed zoning adjustments. Report annually to the Town Council recommended zoning adjustments to ensure no net loss of housing occurs.
Action 1.3b: Develop an online dashboard that includes a mechanism that monitors "no net loss", ADU production, potential sites, production of affordable and market rate housing, and preserved housing supply.	Planning Department	Summer 2023	Establish an online dashboard and assign a Planning Department staff person to update it regularly for improved transparency on Housing Element implementation and streamlined annual reporting.
Action 1.3c: Develop and maintain an up-to-date residential sites inventory and provide interested developers with information on available housing development opportunities and incentives.	Planning Department	Summer 2023; Quarterly	Establish a residential sites inventory as a component of the online dashboard (Action 1.3b). Assign a Planning Department staff person to update the inventory and notify interested developers.
Action 1.3d: Complete an evaluation and report of housing development on a regular basis to ensure that adequate services and facilities, including water, wastewater, and neighborhood infrastructure are available.	Planning Department; Public Works Department	Annually	Provide a report on the status housing development and infrastructure to the Town Council annually.
Policy 2. Effectively Engage and Educate the Community			
Program 2.1. Undertake effective and informed public participation to engage all economic segments and special needs groups in the community in the formulation and review of housing and land use policy issues.			
Action 2.1a: Maintain the Housing Element mailing list and send public hearing notices to all interested public, non-profit agencies and affected property owners.	Planning Department	Case-by-case basis	Send public notices related to Housing Element implementation to the Housing Element mailing list.
Action 2.1b: Continue to use online tools such as maps. social and Balancing Act to better understand community preferences and collect feedback about specific housing opportunity sites.	Planning Department	Annually	Conduct annual campaigns to promote the use of tools such as map.social and Balancing Act to engage the community on Housing Element implementation.
Action 2.1c: Continue to provide housing related surveys to gather a consensus on housing preferences in San Anselmo.	Planning Department	Bi-Annually	Conduct online questionnaires bi-annually to determine whether the Town's housing preferences have evolved.
Action 2.1d: Work with local schools to share information with the families of students regarding the formulation and review of housing and land use policy issues.	Planning Department	Case-by-case basis	Coordinate with local schools to send notification to families of students regarding new housing and land use policies under consideration and to solicit feedback.

Table 8.1: Housing Element Action Matrix			
	Town Lead	Completion Time Frame	Quantifiable Metric
Program 2.2: Build support for the development of new housing in the community.			
Action 2.2a: Require developers to have neighborhood meetings with residents early in the discretionary land use permit process as part of the application submittal to undertake problem solving and facilitate more informed, faster, and constructive development planning and review.	Planning Department	Case-by-case basis	Make mailing addresses for properties in close proximity to potential development sites available to developers in order to facilitate developer outreach and successful neighborhood meetings.
Action 2.2b: Coordinate with local businesses, housing advocacy groups, neighborhood groups, and the Chamber of Commerce to build public understanding and support for workforce, special needs housing and other issues related to housing, including the community benefits of affordable housing, mixed-use and pedestrian-oriented development.	Planning Department	Annually	In partnership with local businesses, housing advocacy groups, neighborhood groups, and the Chamber of Commerce develop an annual article for the Town's e-newsletter about the community benefits of recent affordable housing, mixed-use, and pedestrian-oriented development.
Action 2.2c: Regularly reach out to community groups and residents representing a broad range of socio-economic groups in the community to solicit ideas for housing strategies when they are discussed at Planning Commission or Town Council meetings.	Planning Department	Case-by-case basis	Coordinate with local community groups and schools (to send notification to families of students in an effort to reach out to residents representing a broad range of socio-economic groups) regarding new housing and land use policies under consideration and to solicit feedback.
Policy 3. Maintain, Protect and Enhance Existing Housing, and Blend Well-Designed New Housing into the Community.			
Program 3.1: Seek ways specific to each neighborhood and consistent with the AFFH analysis to provide new housing opportunities as part of each neighborhood's fair share responsibility and commitment to help achieve community-wide housing goals.			
Action 3.1a: Amend the Zoning Code to allow missing middle housing types such as duplexes, triplexes, and quadplexes in the R-1 and R-2 districts.	Planning Department	Summer 2023	Adopt Zoning Code amendments to allow missing middle housing types such as duplexes, triplexes, and quadplexes in the R-1 and R-2 districts.
Action 3.1b: Adopt objective design standards that ensure that the design of new missing middle housing types are sensitive to the established character of San Anselmo's neighborhoods.	Planning Department	Summer 2023	Adopt objective design standards for all housing types, including missing middle housing types.
Action 3.1c: Adopt pre-approved infill missing middle housing plans to reduce development costs and streamline the approval of missing middle housing.	Planning Department	Summer 2024	Adopt pre-approved infill missing middle housing plans.
Program 3.2: Review proposed new housing in order to achieve excellence in development design in an efficient process.			
Action 3.2a: Adopt objective design standards for all housing types to clearly communicate San Anselmo's development design standards and streamline development approval processes. Within the objective design standards, include specific written procedures for evaluation of ministerial housing projects, including the Senate Bill 35 Streamlined Ministerial Approval Process.~~Adopt objective design standards for all housing types to clearly communicate San Anselmo's development design standards and streamline~~	Planning Department	Summer 2023	Adopt objective design standards for all housing types including specific written procedures for evaluation of ministerial housing projects, including the Senate Bill 35 Streamlined Ministerial Approval Process.

~~development approval processes~~.			
Program 3.3: Encourage innovative design that creates housing opportunities that are complementary to the location of the development. Enhance neighborhood identity and sense of community by ensuring that all new housing transitions sensitively to the surrounding area, avoids unreasonably affecting the privacy of neighboring properties and avoids impairing access to light and air of structures on neighboring properties.			
Action 3.3a: Amend the Town's Planned Unit Development process to clarify standards for review and streamline processes to better accommodate innovative housing opportunities.	Planning Department	Summer 2024	Adopt amended Planned Unit Development standards and procedures.

Table 8.1: Housing Element Action Matrix			
	Town Lead	Completion Time Frame	Quantifiable Metric
Action 3.3b: Conduct a feasibility analysis to evaluate the Town's ability to provide affordable housing through an inclusionary housing program that is consistent with the Town's Regional Housing Needs Allocation.	Planning Department	Summer 2023	Present the results of the feasibility analysis and associated Planning Department staff recommendations to the Town Council for consideration.
Action 3.3c: Amend the Zoning Code to allow residential buildings containing single-room occupancy (SRO) units as a permitted use in the R-3 zoning district.	Planning Department	Summer 2023	Adopt a Zoning Code amendment allowing SRO units as a permitted use in the R-3 zoning district.
Policy 4. Support the Preservation of Housing			
Program 4.1: To the extent permitted by law, limit the conversion of residential units to other uses and regulate the conversion of rental developments to non-residential uses unless there is a clear public benefit or equivalent housing can be provided.			
Action 4.1a: Support initiatives that provide tools and funding mechanisms to preserve "at-risk" affordable housing units.	Planning Department	Annually	As a part of annual budget development, assess opportunities to support initiatives that provide tools and funding mechanisms to preserve "at-risk" affordable housing units.
Action 4.1b: Assess the feasibility of adopting strategies to preserve affordable housing stock, such as Right of First Refusal (to give qualified entities priority to purchase a property with an expiring rental subsidy contract), property tax incentives, a one-to-one replacement ordinance, and housing preservation funds.	Planning Department	Summer 2025	Present the results of the feasibility analysis and associated Planning Department staff recommendations to the Town Council for consideration.
Action 4.1c: When housing developments are identified as "at-risk" of converting from affordable to market- rate, work with MHA to reduce the potential of conversion and preserve or replace units, as needed, through the following strategies: • Monitor the status of "at risk" units pursuant to Action 4.1d. If property owners indicate the desire to convert the units, consider providing technical assistance, when possible, to support preservation of the "at risk" units at an affordable price. • Work with Marin Housing Authority and other agencies and non-profits to seek funding to subsidize the long-term affordability of the "at risk" units. • To reduce displacement risk and in accordance with California Government Code Section 65583.2(g), require replacement housing units subject to the requirements of California Government Code Section 65915(c)(3) on sites identified in the sites inventory when any new development (residential, mixed-use, or nonresidential) occurs on a site that has been occupied by or restricted for the use of lower-income households at any time during the previous five years. This requirement applies to non-vacant sites and vacant sites with previous residential uses that have been vacated or demolished.	Planning Department	Case-by-case basis	Regularly monitor the no net loss monitoring mechanism (Action 1.3a) and work with MHA to convert, preserve, or replace units, as needed, utilizing funding from the Affordable Housing Impact Fee program (Program 5.5).
Action 4.1d: Pursuant to AB 1521, designate a staff person responsible for tracking "at risk" units in order to preserve their affordability.	Planning Department	Summer 2023; Annually	Establish a no net loss monitoring mechanism. Assign a Planning Department staff person to update the monitoring mechanism and track "at risk" units.

Table 8.1: Housing Element Action Matrix			
	Town Lead	Completion Time Frame	Quantifiable Metric
Program 4.2: Except for limited equity cooperatives and other innovative housing proposals which are affordable to lower income households, conserve existing multifamily rental housing supply.			
Action 4.2a: Prohibit conversions of rental developments to condominium ownership unless the proportion of multifamily rental units exceeds 25 percent of the total number of housing units in the Town, or, if the proportion of multifamily units exceeds 20 percent but is less than 25 percent, the tenant is granted a right to continued tenancy for five years at the same rental rate, adjusted for inflation.	Planning Department	Summer 2024	Establish a mechanism to prohibit conversions of rental developments to condominium ownership except under the identified conditions.
Program 4.3: Encourage good management practices, rehabilitation of viable older housing, and long-term maintenance and improvement of neighborhoods.			
Action 4.3a: Coordinate with the MHA, PG&E, Marin Clean Energy, and other organizations to publicize available loan programs to eligible property owners on the Town e-newsletters and on the Town's website.	Planning Department	Quarterly	Include information regarding MHA, PG&E, or Marin Clean Energy loan programs in the Town's e-newsletters and website on a quarterly basis.
Action 4.3b: Perform an analysis to compare the Town's zoning regulations with housing development on the ground to determine whether amendments are needed to ensure that infill single-family detached housing is consistent in bulk and mass with other single-family detached housing in the neighborhood to help preserve smaller, naturally affordable housing in the community.	Planning Department	Summer 2025	As a part of a full Zoning Code update, conduct an analysis to compare the Town's zoning regulations with housing development on the ground to determine whether amendments are needed to ensure that infill single-family detached housing is consistent in bulk and mass with other single-family detached housing in the neighborhood.
Program 4.4: Facilitate adaptive reuse of existing buildings on small parcels.			
Action 4.4a: Allow for modified development standards where multifamily projects include the preservation of an existing building.	Planning Department	Summer 2025	As a part of a full Zoning Code update, establish an Administrative Exceptions process to allow for ministerial approval of minor variances to development standards under certain circumstances.
Action 4.4b: Assess the feasibility of providing property tax incentives for maintaining existing residences.	Planning Department	Fall 2024	As a part of the nexus study conducted to support the establishment and structure of an Affordable Housing Impact Fee program (Action 5.5a) assess the feasibility of utilizing related funds to provide property tax incentives for maintaining existing residences.
Program 4.5: Encourage and carry out creative strategies for the rehabilitation, adaptation, and reuse of residential, commercial, and industrial structures for housing in the spirit of retaining the mass, scale, and character of the Town.			
Action 4.5a: Evaluate, and if appropriate, amend the Zoning Code and other portions of the Municipal Code to remove potential constraints for adaptive reuse, such as the review/approval process, design requirements, and parking standards.	Planning Department	Summer 2025	As a part of a full Zoning Code update, evaluate whether barriers to adaptive reuse exist and eliminate identified barriers as appropriate. Assist 40 units with rehabilitation opportunities during the planning period.

Table 8.1: Housing Element Action Matrix			
	Town Lead	Completion Time Frame	Quantifiable Metric
Policy 5. Eliminate Barriers to the Development of Market Rate and Affordable Housing			
Program 5.1: Strive to provide an adequate supply and variety of housing opportunities to meet the needs of San Anselmo's workforce and their families, seeking to match housing types and affordability with household income.			
Action 5.1a: Work with Marin County and neighboring jurisdictions to explore the feasibility of establishing a renter match program for ADU owners and prospective tenants.	Planning Department	Fall 2025	Conduct a feasibility analysis with Marin County and neighboring jurisdictions regarding the establishment of a renter match program.
Action 5.1b: Work with Marin County and neighboring jurisdictions to explore the feasibility of establishing a home share program.	Planning Department	Fall 2025	Conduct a feasibility analysis with Marin County and neighboring jurisdictions regarding the establishment of a home share program.
Action 5.1c: Work with Marin County and neighboring jurisdiction to explore the feasibility of establishing a multi-lingual flier and/or email blast regarding housing opportunities.	Planning Department	Fall 2025	Conduct a feasibility analysis with Marin County and neighboring jurisdictions regarding the establishment of a multi-lingual flyer and/or email blast regarding housing opportunities.
Program 5.2: Support mixed-use development, with nonresidential uses on the ground floor and residential uses on upper floors in San Anselmo's commercially zoned areas.			
Action 5.2a: Amend the Zoning Code to require all new development and redevelopment in the C-L and C-3 districts to include residential units at a minimum density of 20 dwelling units per acre and a maximum density of up to 30 dwelling units per acre.	Planning Department	Summer 2023	Adopt Zoning Code amendments to require all new development and redevelopment in the C-L and C-3 districts to include residential units at a density minimum density of 20 and maximum density of up to 30 dwelling units per acre.
Action 5.2b: Amend the zoning standards, including maximum density, maximum building height, and other requirements, in the C-L and C-3 districts and maximum FAR in the C-1, C-L, and C-3 districts to accommodate mixed-use development and require the residential use to occupy at least 50 percent of the total floor area of a mixed use project.	Planning Department	Summer 2023	Adopt zoning ordinance amendments to accommodate mixed-use development and require the residential use to occupy at least 50 percent of the total floor area of a mixed use project in the C-L and C-3 districts.
Action 5.2c: Amend the Zoning Code to eliminate minimum parking requirements for new development and redevelopment within a half-mile of public transit in accordance with AB 2097.	Planning Department	Summer 2023	Adopt Zoning Code amendments to eliminate minimum parking requirements for new development and redevelopment within a half- mile of public transit.
Action 5.2d: Amend the Zoning Code to include flexible parking requirements in areas not located within a half-mile of public transit such as joint use parking, off-site parking (currently allowed), allowances for reduced standards if developers do not bundle the cost of parking with the cost of rent, reducing parking stall dimensions, allowing public overnight parking on Town streets, and "grandfathering" non-compliant buildings and uses.	Planning Department	Summer 2023	Adopt Zoning Code amendments to establish minimum parking requirements reductions.

Action 5.2e: Promote parcel consolidation for the assembly of new housing sites to ensure minimum densities are achieved and integrated site planning occurs by (1) identifying priority sites for lot consolidation where common ownership occurs, (2) contacting property owners of contiguous vacant and underutilized sites, and (3) conducting outreach to affordable housing developers.	Planning Department	Annually	Conduct an annual assessment to identify priority sites for lot consolidation where common ownership occurs, contact property owners of contiguous vacant and underutilized sites, and conduct outreach to affordable housing developers when property owners are interested in redevelopment.

Table 8.1: Housing Element Action Matrix			
	Town Lead	Completion Time Frame	Quantifiable Metric
Action 5.2f: Conduct an analysis of fees collected for recent multifamily housing projects and compare to the actual time it took for plan check and inspections by staff and outside consultants to provide expedited review of desired housing developments and waivers or reductions of development fees where feasible and necessary.	Planning Department	Annually	As a part of annual budget development conduct an analysis of fees collected for recent multifamily housing projects and compare it to the actual time it took for plan check and inspections by staff and outside consultants.
Program 5.3: Incentivize the development of affordable and special needs housing on identified housing opportunity sites.			
Action 5.3a: Establish an Affordable Housing Overlay District in the Zoning Code for properties zoned SPD, C-3, and R-3 to incentivize the development of affordable housing by allowing greater building height, density, and floor area ratio and by reducing parking requirements for multifamily and mixed-use developments that provide a specified percent of units as affordable to low,- very low-income, or extremely low-income households. In addition, the Town will waive the rezoning fees for property owners' requests to be rezoned within the Affordable Housing Overlay District to incentivize affordable housing creation.~~Establish an floating Affordable Housing Overlay District in the Zoning Code to incentivize the development of affordable housing throughout San Anselmo by allowing, through a nondiscretionary, administrative approval process, greater building height (3+ stories), density, and floor area ratio and by reducing parking requirements for multifamily and mixed-use developments that provide a specified percent of units as affordable to low and very low-income households.~~ The nondiscretionary, administrative approval process will utilize objective design standards, as detailed in Actions 3.1b and 3.2a.	Planning Department	Summer 2025	As a part of a full Zoning Code update, adopt an Affordable Housing Overlay District.
Action 5.3b: Conduct a study to determine the appropriate amount of incentive and percent requirement of units affordable to low-, ~~and~~ very low-, and extremely low-income households for the Affordable Housing Overlay District to accommodate private development of affordable housing that does not require subsidy. Consider increasing incentives for affordable units with three or more bedrooms.	Planning Department	Summer 2024	Prior to the commencement of a full Zoning Code update, conduct a study to determine the appropriate amount of incentive and percent requirement of units affordable to low-, ~~and~~ very low-, and extremely low-income households for the Affordable Housing Overlay District, especially affordable units with three or more bedrooms.
Action 5.3c: Apply resale controls and rent and income restrictions to ensure that affordable housing provided through incentives and as a condition of development approval remains affordable over time to the income group for which it is intended. Inclusionary units shall be deed-restricted to maintain affordability on resale to the maximum extent possible (at least 55 years).	Planning Department	Summer 2025	As a part Affordable Housing Overlay District standards adopted as a part of a full Zoning Code update, establish requirements for affordable units to be deed restricted to the income group for which it is intended.
Program 5.4: Modify fees and reduce costs for affordable housing projects.			
Action 5.4a: Develop a policy to waive a percentage of project review, permit, and impact fees based on the project's level of affordability, up to a maximum of 50 percent for 100 percent affordable housing development projects.	Planning Department; Administration and Finance Department	Annually	As a part of annual budget development, assess the impact of waiving a percentage of project review, permit, and impact fees based on the project's level of affordability and pass waiver allowances, as appropriate.

Action 5.4b: Evaluate requirements for on or offsite improvements to determine which are feasible to minimize or eliminate in order to reduce construction financing costs for affordable housing development projects.	Planning Department	Summer 2025	As a part of a full Zoning Code update, evaluate requirements for on or offsite improvements to determine which are feasible to minimize or eliminate in order to reduce construction financing costs for affordable housing development projects.

Table 8.1: Housing Element Action Matrix			
	Town Lead	Completion Time Frame	Quantifiable Metric
Program 5.5: Establish an Affordable Housing Impact Fee Program.			
Action 5.5a: Conduct a nexus study to support the establishment and structure of an Affordable Housing Impact Fee to be levied upon new, above moderate- income housing development and to research and identify funding mechanisms to subsize underground utilities for affordable housing development.	Planning Department	Fall 2024	Hire a consultant to conduct a nexus study to support the establishment and structure of an Affordable Housing Impact Fee and identify funding mechanisms for undergrounding utilities for affordable housing developments.
Action 5.5b: Review best practices and sample ordinance language for similar Affordable Housing Impact Fee programs in jurisdictions of similar size and economic and environmental constraints in Marin County and California and funding mechanisms to subsidize undergrounding utilities for affordable housing development.	Planning Department	Fall 2024	Direct the hired consultant (Action 5.5a) to review best practices and sample ordinance language for similar Affordable Housing Impact Fee programs in jurisdictions of similar size and economic and environmental constraints in Marin County and California and funding mechanisms to subsidize undergrounding utilities for affordable housing development.
Action 5.5c: Draft potential revised ordinance language and conduct community outreach for feedback.	Planning Department	Winter 2024	Direct the hired consultant (Action 5.5a) to draft ordinance language and facilitate public outreach.
Action 5.5d: Based on the outcomes of Actions 5.5a through 5.5c, present to Town Council for consideration and adoption, language establishing an Affordable Housing Impact Fee Ordinance.	Planning Department	Spring 2025	Direct the hired consultant to revise the draft ordinance language per public feedback received and present the revised language to Town Council for consideration and adoption.
Action 5.5e: Upon Town Council approval, establish a general ledger account for the collection and deposit of Affordable Housing Impact Fee funds.	Planning Department; Administration and Finance Department	Spring 2025	Establish a general ledger account for the collection and deposit of Affordable Housing Impact Fee funds.
Program 5.6: Monitor the disposition of publicly owned land for potential future use for housing development.			
Action 5.6a: After the adoption of zoning amendments proposed herein, fund and conduct a Town-owned property study to identify properties which may be suitable for future redevelopment with housing utilizing the revised standards. Make the findings available to the public and interested developers via the Town's website.	Planning Department	Winter 2023	Conduct a Town-owned property study to identify properties which may be suitable for future redevelopment with housing utilizing the revised standards. Make the findings of the study available on the online dashboard (Action 1.3b).
Action 5.6b: Using the findings of the study referenced in Action 5.6a, develop a comprehensive program to support reuse of identified sites for housing purposes.	Planning Department	Summer 2024	Establish a program to support reuse of identified sites for housing purposes utilizing the online dashboard (Action 1.3b) and housing related outreach efforts (Policy 2).
Program 5.7: Amend the Town's Zoning Code to accommodate higher density and affordable housing.			
Action 5.7a: Rezone the R-1 Opportunity Sites to either R-2, ~~or~~ R-3, C-L, C-3, or SPD as shown in Appendix B.	Planning Department	Summer 2023	Amend the Zoning Map and the General Plan Land Use Designation Map.

Action 5.7b: Amend the standards for the R-3 district to allow up to 30 dwelling units per acre. The zoning amendment will include updating other development standards to accommodate additional density.	Planning Department	Summer 2023	Amended standards for the R-3 district to allow up to 30 dwelling units per acre.

Table 8.1: Housing Element Action Matrix			
	Town Lead	Completion Time Frame	Quantifiable Metric
Action 5.7c: Amend the standards for the C-L district to require 30 dwelling units per acre. The zoning amendment will include updating other development standards to accommodate additional density.	Planning Department	Summer 2023	Adopt amended standards for the C-L district to allow up to 30 dwelling units per acre.
Action 5.7d: Amend the standards for the C-3 district to require 30 dwelling units per acre. The zoning amendment will include updating other development standards to accommodate additional density.	Planning Department	Summer 2023	Adopt amended standards for the C-3 district require 30 dwelling units per acre.
Action 5.7e: Amend the standards for the SPD district to allow up to 30 dwelling units per acre. The zoning amendment will include updating other development standards to accommodate additional density.	Planning Department	Summer 2023	Adopt amended standards for the SPD district to allow up to 30 dwelling units per acre.
Action 5.7f: Establish an inclusionary housing ordinance to require affordable housing be provided as a part of all new multifamily and mixed-use development.	Planning Department	Summer 2023	Adopt an inclusionary housing ordinance.
Action 5.7g: Permit low-barrier navigation centers for residents who need housing as a by-right use in areas that the Town has zoned for mixed uses as well as nonresidential zones that permit multifamily land uses ~~persuant~~pursuant to AB 101.	Planning Department	Summer 2023	Reach out to non-profits and affordable housing developers to provide low-barrier navigation centers in Town.
Program 5.8: Amend the Town's Zoning Ordinance to comply with recently adopted state legislation.			
Action 5.8a: Amend the ~~Town's~~ ~~Z~~zoning ~~ordinance~~ Code ~~definition of group home in the Zoning Code to ensure compliance~~ to comply with the Lanterman Disabilities Services Act.	Planning Department	Summer 2023	Adopt amendments to the Zoning Code as needed to comply with the Lanterman Disabilities Services Act.
Action 5.8b: Amend the Density Bonus section of the Zoning Code to comply with AB 1763, SB 1227, AB 2345, AB 682, AB 1551, and AB 2334.	Planning Department	Summer 2023	Adopt amendments to the Zoning Code as needed to comply with AB 1763, SB 1227, AB 2345, AB 682, AB 1551, and AB 2334.
Action 5.8c: Amend the Zoning Code to comply with the Employee Housing Act.	Planning Department	Summer 2023	Adopt amendments to the Zoning Code as needed to comply with the Employee Housing Act.
Action 5.8d: Amend the Town's definition of transitional and supportive housing in the Zoning Code to ensure compliance with State law and allow them in all zoning districts that allow residential uses in accordance with AB 2162.	Planning Department	Summer 2023	Adopt amendments to the Zoning Code as needed to comply with AB 2162 and other State law pertaining to transitional and supportive housing.
Action 5.8e: Amend the Town's definition and standards pertaining to emergency shelters to ensure compliance with SB 2, AB 2339, and AB 139.~~Amend the Town's regulations pertaining to emergency shelters to ensure compliance with SB 2 and AB 139.~~	Planning Department	Summer 2023	Adopt amendments to the Zoning Code as needed to comply with SB 2 and AB 139.
Program 5.9: Streamline the project review process for housing-related applications.			
Action 5.9a: Continue to utilize permit tracking software that is streamlined, user-friendly, web-based, and accessible to applicants 24-hours/day, 365 days/year.	Planning Department	Annually	Conduct an annual assessment of the Town's permit tracking software to ensure it continues to be streamlined and user-friendly.
Action 5.9b: Update all housing development-related application forms to ensure accuracy, clarity, and compliance with all State statutes, including the California Housing Accountability Act and Housing Crisis Act of 2019 (SB 330).	Planning Department	Summer 2023	Adopt updated housing development-related application forms to ensure accuracy, clarity, and compliance with all State statutes, including the California Housing Accountability Act and Housing Crisis Act of 2019 (SB 330).
Action 5.9c: Continue to evaluate and improve the streamlined processing system to facilitate residential development.	Planning Department	Annually	Conduct an annual assessment of the Town's permit tracking software to ensure it continues to be streamlined and user-friendly.

Action 5.9d: Utilize CEQA exemptions for infill development sites to shorten the entitlement review time.	Planning Department	Case-by-case basis	As a part of initial application review, assess whether CEQA exemptions can be utilized.

Table 8.1: Housing Element Action Matrix			
	Town Lead	Completion Time Frame	Quantifiable Metric
Action 5.9e: Evaluate and update the design review findings in the Zoning Code to be objective in order to remove barriers to housing development.	Planning Department	Summer 2024	Update the Zoning Code to remove subjective design review findings.
Policy 6. Promote the Construction and Affordability of Accessory Dwelling Units (ADUs)			
Program 6.1: Adopt pre-approved ADU plans to expedite approval and lower costs associated with ADU construction.			
Action 6.1a: Conduct community outreach to determine the preferred ADU design style- of San Anselmo residents.	Planning Department	Summer 2024	Facilitate at least one in-person event and conduct web-based community outreach to determine the preferred ADU design style of San Anselmo residents. The in-person and online engagement will be scheduled, formatted, and located to be accessible and convenient for community members, both in person and online. The online outreach will use communication techniques to assist those without time to ability to attend in person meetings.~~Facilitate in-person and web-based community outreach to determine the preferred ADU design style of San Anselmo residents.~~
Action 6.1b: Adopt sample ADU plans for the construction of ADUs throughout San Anselmo, based on the feedback received from Action 6.1a.	Planning Department	Fall 2024	Based on the feedback received during outreach (Action 6.1a) develop ADU plans.
Action 6.1c: Work with the various Town departments to pre-approve the ADU plans.	Planning Department; Building Department; Public Works Department	Fall 2024	Pre-approve the ADU plans developed as a part of Action 6.1b. Facilitate the creation of 20 ADUs annually throughout the town, with particular emphasis on geographic areas identified as racially concentrated areas of affluence to increase housing opportunities for minority and lower and moderate-income households in these neighborhoods.~~Pre-approve the ADU plans developed as a part of Action 6.1b.~~
Program 6.2: Further streamline the ADU and JADU permitting process.			
Action 6.2a: Assess the feasibility of waiving all fees associated with ADU permitting when the property owner deed restricts their ADU to be rented at rates affordable to extremely low- and very low-income households.	Planning Department; Administration and Finance Department	Annually	As a part of annual budget development, assess the impact of waiving fees associated with the development of deed restricted affordable ADUs and pass waiver allowances, as appropriate.
Action 6.2b: Establish an ADU Review Team comprised of representatives from the Town's various departments including Planning, Fire, and Public Works and conduct regular weekly meetings to ensure efficient review of ADU applications.	Planning Department	Summer 2023; Weekly	Establish the ADU review team. Conduct weekly meetings to review ADU applications, prioritizing review of permits for ADUs proposed in geographic areas identified as racially concentrated areas of affluence to increase housing opportunities for minority and lower and moderate-income households in

			these neighborhoods.~~Conduct weekly meetings to review ADU applications.~~
Action 6.2c: Continue to incentivize ADUs and JADUs to be constructed along with new single-family detached housing by allowing concurrent permit review and approval.	Planning Department	Case-by-case basis	Inform property owners of ADU allowances and streamline permitting when applications for new home construction and rehabilitation are received.
Action 6.2d: Consider allowing objective, administrative exceptions for specified zoning standards, such as maximum lot coverage, to accommodate ADUs and JADUs.	Planning Department	Summer 2025	As a part of a full Zoning Code update, establish an Administrative Exceptions process to allow for ministerial approval of minor variances for specified zoning standards, such as maximum lot coverage, to accommodate ADUs and JADUs.
Action 6.2e: Enhance the Town's Summary Guide to ADUs to include diagrams, calculators, and other tools to help walk residents through the ADU/JADU permitting process.	Planning Department	Spring 2024	Hire a consultant to develop an interactive web-based tool to guide residents through the ADU construction process in a streamlined and user-friendly manner. Once established, the web-based tool will facilitate the creation of 10 additional ADUs annually throughout the town, with particular emphasis on geographic areas identified as racially concentrated areas of affluence to increase housing opportunities for minority and lower and moderate-income households in these neighborhoods.
Action 6.2f: Establish an ADU/JADU Information and Resources webpage on the Town's website.	Planning Department; Communications	Spring 2023	Update the Town's website to include an ADU/JADU Information and Resources webpage and update it on an as-needed basis.

Table 8.1: Housing Element Action Matrix			
	Town Lead	Completion Time Frame	Quantifiable Metric
Program 6.3: Allow one JADU and multiple ADUs on lots one acre and larger in the R-1, R-1C, and R-1H districts.			
Action 6.3a: Review best practices and sample ordinance language for similar multiple attached or detached ADU programs in jurisdictions of similar size and economic and environmental constraints in Marin County and throughout the state.	Planning Department	Summer 2025	As a part of a full ordinance update, review best practices and sample ordinance language for similar multiple attached or detached ADU programs.
Action 6.3b: Based on the findings of Action 6.3a, draft potential ordinance language facilitating allowing a maximum of two ADUs (attached or detached) and one JADU on lots one acre and larger within the R-1, R-1-H, and R-1-C districts and conduct community outreach for feedback.	Planning Department	Summer 2025	As a part of a full ordinance update, draft potential ordinance language facilitating allowing a maximum of two ADUs (attached or detached) and one JADU on lots one acre and larger within the R-1, R-1-H, and R-1-C districts and conduct community outreach for feedback.
Action 6.3c: Present to Town Council for consideration and adoption, language allowing a maximum of two ADUs (attached or detached) and one JADU on lots one acre and larger within the R-1 district.	Planning Department	Summer 2025	As a part of a full ordinance update, present to Town Council for consideration and adoption, language allowing a maximum of two ADUs (attached or detached) and one JADU on lots one acre and larger within the R-1 district.
Action 6.3d: Amend the Zoning Code to allow ADUs and JADUs on parcels that use both the authority contained in Government Code Section 65852.21 and the authority contained in Government Code Section 66411.7.	Planning Department	Summer 2025	As a part of a full ordinance update, amend the Zoning Code to allow ADUs and JADUs on parcels that use both the authority contained in Government Code Section 65852.21 and the authority contained in Government Code Section 66411.7.
Action 6.3e: Conduct a study of jurisdictions of similar size and economic and environmental constraints in Marin County and throughout the state to evaluate the feasibility of deed restrictions for ADUs. Based on this study, consider modifying requirements to implement these changes as appropriate.	Planning Department	Fall 2025; Winter 2025	After the completion of the full Zoning Code update, assess the feasibility of deed restrictions for ADUs. Present to the Town Council the feasibility study and options for implementation.

Table 8.1: Housing Element Action Matrix			
	Town Lead	Completion Time Frame	Quantifiable Metric
Policy 7. Provide Housing for Special Needs Populations that is Coordinated with Support Services			
Program 7.1: As appropriate, assist service providers to link together services for special needs populations to provide the most effective response to persons experiencing homelessness or at risk of homelessness, youth needs, farmworkers, seniors, persons with disabilities and developmental disabilities, substance abuse problems, HIV/AIDS, and multiple diagnoses, veterans, victims of domestic violence, and other economically challenged or underemployed workers.~~As appropriate, assist service providers to link together services for special needs populations to provide the most effective response to persons experiencing homelessness or at risk of homelessness, youth needs, seniors, persons with mental or physical disabilities, substance abuse problems, HIV/AIDS, physical and developmental disabilities, multiple diagnoses, veterans, victims of domestic violence, and other economically challenged or underemployed workers.~~			
Action 7.1a: Identify, evaluate, and implement strategies to reduce the number of individuals experiencing homelessness both Town and Countywide in partnership with the Marin County Health and Human Services, the Marin Homeless Continuum of Care (CoC), social service providers, and non-profit organizations.	Planning Department	Winter 2024	Partner with Marin County Health and Human Services, the Marin Homeless Continuum of Care (CoC), social service providers, and non-profit organizations to develop a regional plan to prevent and end homelessness.
Action 7.1b: Work with and promote the Marin County Health and Human Services Crisis Stabilization Unit which provides 24-hour service to Marin County residents and visitors experiencing a mental health crisis.	Planning Department	Summer 2023	Update the Town's website to include information about the Marin County Health and Human Services Crisis Stabilization Unit.
Action 7.1c: Work with housing providers to ensure that housing needs for special needs groups are addressed for seniors, persons with disabilities and developmental disabilities, single parent-headed households with children, large households, and extremely low-income households. The Town will seek to meet special housing needs through a combination of regulatory incentives and zoning standards. Actions 5.7a through 5.7 g, 5.3a, and 6.2c contain additional incentives the Town plans to implement.	Planning Department	Winter 2024; Annually thereafter	Seek funding opportunities beginning in 2024 and annually each year that follows. Incentivize and support the creation of 20 units for those with special needs to reduce displacement risk and expand mobility options.
Program 7.2: Ensure that new multifamily housing includes units that are accessible and adaptable for use by disabled persons in conformance with the California Building Code. This will include ways to promote housing design strategies, allowing seniors to "age in place."			
Action 7.2a: Amend the Town's Zoning Code to allow all residential care facilities, for the elderly and for persons with a chronic life-threatening illness, both small and large, to be permitted~~ in all multifamily and commercial districts~~ in all zoning districts that allow single family units.	Planning Department	Summer 2023	Adopt Zoning Code amendments to allow~~se~~ residential care facilities in all multifamily and commercial districts.
Action 7.2b: Work with local non-profits to create a day where volunteers provide free services such as home repairs and renovations for low-income elderly and disabled homeowners.	Planning Department	Annually	Establish an annual day where volunteers provide free services such as home repairs and renovations for low-income elderly and disabled homeowners in partnership with local non-profits.
Program 7.3: Continue to publicize and create opportunities for using available rental assistance programs, such as the project-based Section 8 program and tenant-based Housing Choice Voucher program, in coordination with the Marin Housing Authority (MHA).			
Action 7.3a: Continue to support the use of Marin Community Foundation funds for affordable housing and continue to participate in the Housing Stability program administered through MHA.	Planning Department	Case-by-case basis; Annually	Provide letters of support, as needed, for the use of Marin Community Foundation funds for affordable housing. Reaffirm annually the Town's participation in MHA's Housing Stability program.
Action 7.3b: Work with the MHA to promote the Housing Choice Voucher program regularly through public outreach.	Planning Department; Communications	Summer 2023	Update the Town's website to include information regarding Housing Choice Vouchers and to promote their acceptance by landlords and use by residents. A total of 20 lower- and

			moderate-income households access rental opportunities with Section 8 housing assistance to facilitate housing mobility.
Program 7.4: Actively engage with other jurisdictions in Marin County to support long-term housing solutions for homeless individuals and families in Marin County and implement the Marin County Continuum of Care actions in response to the needs of homeless families and individuals.			
Action 7.4a: Allocate funds, as appropriate, for County and non-profit programs providing emergency shelter and related support services.	Planning Department; Administration and Finance Department	Annually	As a part of annual budget development, consider allocating funds for County and non-profit programs providing emergency shelter and related support services.

Table 8.1: Housing Element Action Matrix			
	Town Lead	Completion Time Frame	Quantifiable Metric
Action 7.4b: Continue to provide resources that support local and regional solutions that meet the needs of individuals experiencing homelessness. Continue to collaborate with other agencies to support shelters and programs, such as Housing First and Rapid Rehousing, and provide housing resources and opportunities for individuals experiencing homelessness and displacement.	Planning Department	Annually	As a part of annual budget development, consider allocating funds to support local and regional solutions that meet the needs of individuals experiencing homelessness.
Program 7.5: Combat homelessness and support re-housing of people experiencing homelessness.			
Action 7.5a: Encourage a dispersion of facilities to avoid an over-concentration of shelters for people experiencing homelessness in any given area. An over-concentration of such facilities may negatively impact the neighborhood in which they are located and interfere with the "normalization process" for clients residing in such facilities.	Planning Department	Case-by-case basis	As needed, advocate for the dispersion of facilities to avoid an over-concentration of shelters for people experiencing homelessness in any given area.
Action 7.5b: Encourage positive relations between neighborhoods and providers of permanent or temporary emergency shelters. Providers or sponsors of emergency shelters, transitional housing programs and community care facilities shall be encouraged to establish outreach programs within their neighborhoods and, when necessary, work with the Town or a designated agency to resolve disputes.	Planning Department	Annually	As a part of housing related community outreach (Policy 2), provide emergency shelters, transitional housing programs and community care facilities with the opportunity to engage with and build positive relations with San Anselmo residents.
Action 7.5c: As the opportunity arises, the Town will participate in the funding of multi-jurisdictional emergency shelter projects such as the Project Homekey project at 1251 South Eliseo Drive and the Homeward Bound of Marin Workforce and veteran Housing project in Novato.	Planning Department; Administration and Finance Department	Case-by-case basis	As a part of annual budget development, consider allocating funds for multi-jurisdictional emergency shelter projects.
Action 7.5d: Conduct a study to identify appropriate sites in the C-L, C-3, and PF zones with adequate capacity for emergency shelters in accordance with AB 2339.~~Conduct a study to identify appropriate locations in residential areas of the community for emergency shelters in accordance with AB 2339.~~	Planning Department	Summer 2024	Engage a consultant to conduct a study to identify appropriate locations in residential areas of the community for emergency shelters.
Policy 8: Ensure Responsible Development in Wildland Urban Interface (WUI) Areas			
Program 8.1: Continue to support Ross Valley Fire Department (RVFD) plan review.			
Action 8.1a: Enhance communications to residents regarding the required RVFD plan review.	Planning Department, Communications	Summer 2023	Update the Town's website to provide clarified information regarding required RVFD plan review.
Action8.1b: Continue to require all new proposed landscape plans on properties in designated WUI areas to submit a vegetation management plan and receive approval by RVFD.	Planning Department	Case-by-case basis	Update application requirements to ensure that properties in designated WUI areas submit a vegetation management plan and receive approval by RVFD.
Program 8.2: Continue to support community participation in the National Firewise USA® Recognition Program of the National Fire Protection Association (NFPA).			
Action 8.2a: Establish a "Firewise San Anselmo" webpage to provide residents with valuable information about how to stay wildfire ready.	Administration and Finance Department; Fire Department	Winter 2023	Update the Town's website to include a "Firewise San Anselmo" webpage.
Action 8.2b: Provide a link on the "Firewise San Anselmo" webpage to access information on which residential property insurance companies may be currently offering discounts for fire hardened homes.	Administration and Finance Department; Fire Department	Winter 2023	Establish, post on the "Firewise San Anselmo" webpage, and regularly update a list of insurance companies that offer discounts for fire hardened homes.
Action 8.2c: Consider participation in the Firewise USA Community, as recognized by the National Fire Protection Association (NFPA).	Administration and Finance Department; Fire Department	Winter 2023	Assess and present to the Town Council the advantages and disadvantages of participation in the Firewise USA Community program.
Program 8.3: Establish and enforce safety standards for structures and landscaping in WUI areas.			
Action 8.3a: Continue to ensure that RVFD reviews proposed plans for all new buildings and major additions to ensure the construction complies with fire access requirements and makes recommendations for modifications to reduce fire hazards.	Planning Department; Building Department	Case-by-case basis	Update application requirements to ensure that properties in designated WUI areas submit proposed plans for all new buildings and major additions and receive approval by RVFD.

Table 8.1: Housing Element Action Matrix			
	Town Lead	Completion Time Frame	Quantifiable Metric
Policy 9: Affirmatively Further Fair Housing			
Program 9.1: Eliminate discrimination in housing based on age, race, color, religion, sex, marital status, national origin, ancestry, or occupation.			
Action 9.1a: Support fair access to housing for all persons without regard to race, color, religion, sex, marital status, national origin, or ancestry.	Planning Department	Annually	Annually adopt a resolution to support fair access to housing for all persons without regard to race, color, religion, sex, marital status, national origin, or ancestry.
Action 9.1b: Assemble and promote the distribution of information to landlords regarding fair housing.	Planning ~~Department;~~Department. Communications	Summer 2023	Update the Town's website to include information regarding fair housing for landlords.
Action 9.1c: Involve Marin County Mediation Services to aid in housing-related problem resolution.	Planning Department	Case-by-case basis	As needed, involve Marin County Mediation Services to aid in housing-related problem resolution.
Action 9.1d: Designate the Town Attorney as the appropriate Town official to receive and administer complaints related to housing discrimination.	Planning Department; Town Attorney	Case-by-case basis	As needed, direct all complaints related to housing discrimination to the Town Attorney.
Action 9.1e: Amend the Zoning Code to remove barriers for the approval of requests for reasonable accommodation to comply with the Americans with Disabilities Act. In particular, the Town will remove Finding 5 required for reasonable accommodation approval to be consistent with State law.	Planning Department	Summer 2025	Amend Chapter 13 (Reasonable Accommodation) of the zoning ordinance to include objective findings and procedures to facilitate adequate housing conditions for persons with ~~disabilit~~Asdisabilities. ~~a part of a full Zoning Code update, remove barriers for the approval of requests for reasonable accommodationy.~~
Action 9.1f: Provide maximum flexibility in the development of housing for persons with physical disabilities and developmental disabilities.~~Provide maximum flexibility in the development of housing for persons with disabilities.~~ Establish an Administrative Exceptions process to allow for ministerial approval of minor variances for the development of housing for persons with disabilities and developmental disabilities.	Planning Department	Summer 2025	As a part of a full Zoning Code update, establish an Administrative Exceptions process to allow for ministerial approval of minor variances for the development of housing for persons with disabilities and developmental disabilities. Assist with the creation of 20 units for those with special needs, including those persons with developmental disabilities, to reduce displacement risk and expand mobility options.
Action 9.1g: Ensure that information related to fair housing laws is easily available on the Town's website and at key Town facilities, including Town Hall and the library.	Planning Department; Communications	Summer 2023; Annually	Update the Town's website to include information regarding fair housing law. Annually work with Marin County Mediation Services to make flyers and literature regarding fair housing law available at key Town facilities.
Action 9.1h: Ensure that information related to reasonable accommodations for zoning regulations is easily accessible on the Town's website.	Planning Department; Communications	Summer 2023	Update the Town's website to include information regarding reasonable accommodation.
Program 9.2: Proactively increase access to affordable housing options for historically marginalized and underrepresented groups.			

Action 9.2a: Require that any development within the Affordable Housing Overlay District be marketed to the disability community and non-English speakers, including new-immigrant and refugee communities.	Planning Department	Summer 2025	As part of the Affordable Housing Overlay District standards adopted as a part of a full Zoning Code update, establish requirements for affordable units to be marketed to the disability community and non- English speakers.
Action 9.2b: Require that any development within the Affordable Housing Overlay District prepares and publicizes paper and digital versions of multi-lingual applications, and that all websites containing application information be accessible.	Planning Department	Summer 2025	As a part Affordable Housing Overlay District standards adopted as a part of a full Zoning Code update, establish requirements for paper and digital versions of multilingual applications be made available and accessible.

Table 8.2: Residential Building Permits Issued (2019-2022)

Income	New Construction[1]	Rehabilitation[1]	Conservation/ Preservation[1]
Extremely Low-	0	0	0
Very Low-	5	0	10
Low-	6	0	12
Moderate-	7	0	12
Above Moderate-	19	0	54
TOTAL	**37**	**0**	**88**

[1] Corresponds to number of Town building permits issued from 2019-2022.

Table 8.3: Quantified Objectives

Income	New Construction[1]	Rehabilitation[2]	Conservation/ Preservation[3]
Extremely Low-	126	8	10
Very Low-	127	8	10
Low-	145	8	12
Moderate-	121	8	12
Above Moderate-	314	8	54
TOTAL	**833**	**40**	**98**

[1] Corresponds to RHNA projections.
[2] Corresponds to Quantifiable Metric for Action 4.5a.
[3] Corresponds to number of Town building permits issued from 2019-2022.

STAFF REPORT

TOWN OF SAN ANSELMO Item #:1.14

MEETING DATE: May 23, 2023

AGENDA TITLE: Revenue and Expenditure Reports, April 2023

FROM: Jeff Zuba, Finance & Admin Services Director

RECOMMENDATION: Approve the monthly year-to-date Revenue and Expenditure Reports and corresponding activity for the period ending through April 30, 2023.

SUMMARY

Every reporting period end, the Town of San Anselmo presents to the Town Council its operations as shown on the Revenue and Expenditure reports for discussion and approval.

BACKGROUND

The Revenue and Expenditure reports are year-to-date summaries of revenues and expenditures from the Town's financial system ('Tyler Incode') for both the current as well as the prior corresponding fiscal year. These reports include the General Fund's operations given most of the Town-level operational activities are processed through the General Fund either directly or indirectly. This approval is to be obtained once a month within the fiscal year.

DISCUSSION/ANALYSIS

The revenue and expenditure data through April 30, 2023, is a compilation of all operating activity that is year-to-date for the current and prior fiscal year. These reports are sourced directly from the Town's financial system, of which a corresponding analysis has been performed identifying the key trends the Town Council should take note of.

Revenues

Overall, through the April 2023 reporting period end, the Town's General Fund revenue has increased its base relative to the prior year by $0.959M. This is primarily from the increase in property tax and license & permits offset by property transfer tax and

transfers in. All other activity is either flat year-over-year or nets correspondingly to an immaterial change—all of which are within management's expectations.

Category	APR YTD FY23	APR YTD FY22	$ Change	% Change
Property Tax	14,919,230.70	14,138,329.10	780,901.60	5.52%
Sales Tax	1,048,992.68	1,039,005.14	9,987.54	0.96%
Property Transfer Tax	61,162.00	130,982.00	(69,820.00)	-53.31%
Franchise Taxes	653,408.78	614,333.96	39,074.82	6.36%
Licenses & Permits	1,108,401.33	994,671.25	113,730.08	11.43%
Fines	59,084.73	64,244.01	(5,159.28)	-8.03%
Cash & Investment Interest	41,902.74	10,911.16	30,991.58	284.04%
Intergovernmental	216,177.02	129,997.51	86,179.51	66.29%
Other Fees	251,631.31	243,396.69	8,234.62	3.38%
Transfers In	256,039.25	291,401.83	(35,362.58)	-12.14%
Total	18,616,030.54	17,657,272.65	958,757.89	5.43%

As shown above, the Town's overall revenue base increased by $0.959M, driven by Property Tax and Licenses & Permits.

- Property Taxes revenues through April have increased $0.781M compared to the prior period due to increased values on properties from the active real estate market during the Covid-19 pandemic. The Town receives disbursements from the County of Marin for property taxes in December, April, and June.
- Sales Tax increased by $0.078M due to continued consumer spending activity.
- Property Transfer Tax decreased by $0.069M due to the slowing housing market from rising rates and low inventory. The Town expects to be under budget in this area at the end of the year.
- Franchise Taxes increased by $0.039M due to rate increases by the respective provider and/or consumer activity.
- License & Permits increased by $0.113M compared to the prior period due to continuing construction activity around the Town and the timing of collection for Business License Taxes.
- Intergovernmental increased by $0.86M compared to the prior period due to $0.66M grant reimbursement for the Objective Design and Development Standards.
- Transfers In decreased by $0.035M compared to the prior period due to the Town issuing Pension Obligation Bonds in September 2021 to eliminate its unfunded liability with CalPERS. The previous year's transfer in the amount included $0.081M from the Recreation Fund to pay its portion of the unfunded payment. In the current year, the transfer from the Recreation Fund was $0.026M. This amount represents the Recreation portion of savings that will be paid to the Pension Trust.

As far as the other revenue streams, these changes either decreased or remained relatively flat year-over-year resulting in an immaterial change.

Expenditures

Overall, through the April 2023 reporting period end, the Town's General Fund expenditures have increased by $1.3M compared to the prior year. This is primarily from increases in compensation, outside services, debt service, and other expenditures. All

other activity is either flat year-over-year or nets correspondingly to an immaterial change—all of which are within management's expectations.

Category	APR YTD FY23	APR YTD FY22	$ Change	% Change
Compensation	2,981,502.38	2,679,437.16	302,065.22	11.27%
Retirement	198,508.85	845,755.73	(647,246.88)	-76.53%
Training	36,565.39	26,229.33	10,336.06	39.41%
Outside Services	10,213,219.09	9,262,704.69	950,514.40	10.26%
Maintenance	32,714.80	112,128.96	(79,414.16)	-70.82%
Utilities	21,313.45	165,047.95	(143,734.50)	-87.09%
Supplies	115,813.31	101,759.09	14,054.22	13.81%
Debt Service	494,248.63	117,132.54	377,116.09	321.96%
Other Expenditure	1,127,359.67	119,422.65	1,007,937.02	844.01%
Transfers Out	813,517.00	1,263,517.00	(450,000.00)	-35.61%
Total	16,034,762.57	14,693,135.10	1,341,627.47	9.13%

As shown above, the Town's expenditures base overall increased by $1.3M of which is driven by compensation, outside services, debt service, and other expenditures:

- Compensation (Salaries & Wages and Benefits) increased by $0.302M compared to the prior fiscal year primarily due to the 4.5% cost of living adjustment effective July 1, 2022, and one-time lump sum payment to employees in recognition of contributions during the Covid-19 pandemic.
- Expenditures relating to CalPERS retirement decreased by $0.650M due to the Town's required unfunded pension liability payment. The Town issued Pension Obligation Bonds in September 2021 to eliminate its unfunded liability with CalPERS at that point in time. The previous year's liability payment was $0.665M. The offset for this decrease will be observed in the debt service category for the bond repayment.
- Outside Services increased by $0.950M compared to the previous fiscal year due to the changes in payments for Public Safety JPA's, housing element, traffic circulation element, and construction project activity.
- Debt Service increased by $0.377M compared to the previous fiscal year due to the repayment of the 2021 Pension Obligation Bonds noted above. The bond payments are due in August and February.
- Other Expenditures, Utilities, and Transfers Out increased by $0.414M compared to the previous fiscal year. Due to the change in accounting, utilities, other expenditures, and transfers must be together. In previous years funding for internal service funds was transferred out of the general fund. In fiscal year 22/23, the charge is recognized as an expense in the general fund and revenue in the internal service fund. The increase is due to the cost of insurance (property, liability, and workers' compensation), and increased transfer amounts to road maintenance and climate action fund.

As far as the other expenditure streams, these changes either slightly changed or remained flat year-over-year resulting in an immaterial change. All other changes are taken together overall immaterial for further discussion and are expected given the Town's operations.

FISCAL IMPACT
None

GENERAL PLAN CONSISTENCY
Not applicable

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

The Council's discussion and approval of this report is not a "project" under the California Environmental Quality Act, because it does not involve an activity which has the potential to cause a direct or reasonably foreseeable indirect physical change in the environment. (Cal. Pub. Res. Code § 21065).

ATTACHMENTS
Attachment #1: General Fund Revenue and Expenditure Report by subcategory, April 2023
Attachment #2: Expenditure Report by department, April 2023

STAFF REPORT

TOWN OF SAN ANSELMO Item #:1.15

MEETING DATE: May 23, 2023

AGENDA TITLE: Proclamation Declaring the First Friday in June, June 2, 2023, to be National Gun Violence

FROM: Serge Avila, Town Clerk

RECOMMENDATION

Staff recommends that the Town Council adopt a proclamation declaring the first Friday in June, June 2, 2023, to be National Gun Violence Awareness Day.

BACKGROUND/DISCUSSION

A request was received from San Rafael May Kate Colin, sent to Marin's 11 City/Town Mayors, requestion that Marin jurisdictions consider adopting Proclamations in support of Gun Violence Awareness Day. Local residents who participate in Moms Demand Action sent a similar request, as well. Gun Violence Awareness Day is observed on the second Friday in June, this year the date is Friday, June 2, 2023.

Mayor Colin and Moms Demand Action are encouraging all Marin cities and towns to support their effort to raise awareness by issuing a Proclamation. Mayor Colin asked, "Did you know that we are 89 days into 2023 and the nation has already had 128 mass shootings? This statistic saddens and angers me which is why I'm reaching out to all local Mayors and inviting your participation to act." Her email was written on March 30, 2023. As of the writing of this staff report, May 18, 2023, there have now been 224 documented mass shootings in the United States (data from Gun Violence Archive)

Additionally, the correspondence encouraged participation in the Marin County Office of Education's outreach regarding gun safety social media campaign (see MCOE's gun safety resource page here), and that elected officials consider participating in the County of Marin's Gun Safety Collaborative, launched in 2021 by Marin County District Attorney Lori Frugoli.

FISCAL IMPACT

None.

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

This activity is not defined as a project under CEQA (Section 15378 CEQA Guidelines).

ATTACHMENTS

1) *Draft Proclamation*

PROCLAMATION

The Town of San Anselmo is pleased to

DECLARE THE FIRST FRIDAY IN JUNE 2023 TO BE NATIONAL GUN VIOLENCE AWARENESS DAY

This proclamation declares the first Friday in June to be National Gun Violence Awareness Day in the Town of San Anselmo to honor and remember all victims and survivors of gun violence and to declare that we as a country must do more to end this public health crisis.

WHEREAS, every day, more than 120 Americans are killed by gun violence and more than 200 are shot and wounded, with an average of more than 17,000 gun homicides every year; and

WHEREAS, Americans are 26 times more likely to die by gun homicide than people in other high income countries; and

WHEREAS, California has 3,253 gun deaths every year, with a rate of 8.1 deaths per 100,000 people, a crisis that costs the state $41.9 billion each year, of which $1.1 billion is paid by taxpayers. California has the 45th highest rate of gun deaths in the US; and

WHEREAS, gun homicides and assaults are concentrated in cities, with more than half of all firearm related gun deaths in the nation occurring in 127 cities; and

WHEREAS, cities and towns across the nation, including San Anselmo, are working to end the senseless violence with evidence-based solutions; and

WHEREAS, protecting public safety in the communities they serve is a mayor's highest responsibility; and

WHEREAS, support for the Second Amendment rights of law-abiding citizens goes hand-in-hand with keeping guns away from people with dangerous histories; and

WHEREAS, mayors and law enforcement officers —in partnership with local violence intervention activists and resources —know their communities best, are the most familiar with local criminal activity and how to address it, and are best positioned to understand how to keep their citizens safe; and

WHEREAS, gun violence prevention is more important than ever as we see an increase in firearm homicides, and nonfatal shootings across the country, increased calls to domestic violence hotlines, and an increase in city gun violence; and

WHEREAS, in January 2013, Hadiya Pendleton was tragically shot and killed at age 15; and on June 2, 2023, to recognize the 26th birthday of Hadiya Pendleton (born: June 2, 1997), people across the United States will recognize National Gun Violence Awareness Day and wear orange in tribute to –

(1) Hadiya Pendleton and other victims of gun violence; and (2) the loved ones of those victims; and

WHEREAS, the idea was inspired by a group of Hadiya's friends, who asked their classmates to commemorate her life by wearing orange; they chose this color because hunters wear orange to announce themselves to other hunters when out in the woods, and orange is a color that symbolizes the value of human life; and

WHEREAS, anyone can join this campaign by pledging to wear orange on June 2nd, the first Friday in June in 2023, to help raise awareness about gun violence; and

WHEREAS, by wearing orange on June 2, 2023 Americans will raise awareness about gun violence and honor the lives of gun violence victims and survivors; and

WHEREAS, we renew our commitment to reduce gun violence and pledge to do all we can to keep firearms out of the hands of people who should not have access to them, and encourage responsible gun ownership to help keep our families and communities safe.

NOW, THEREFORE, I Steve Burdo, Mayor of The Town of San Anselmo, do hereby Proclaim The First Friday In June, June Second Two Thousand Twenty-Three To Be:

NATIONAL GUN VIOLENCE AWARENESS DAY

In the Town of San Anselmo. I encourage all citizens to support their local communities' efforts to prevent the tragic effects of gun violence and to honor and value human lives.

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Steve Burdo, Mayor

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 2.1

MEETING DATE: May 23, 2023

AGENDA TITLE: Introduction and first reading of Amendments to the San Anselmo Municipal Code adding Chapter 21 "Affordable Housing" to Title 10 "Planning and Zoning", which amendment would establish an inclusionary housing program and an affordable housing fund, adoption of a resolution recommending Town Council adoption of implementing regulations regarding inclusionary affordable housing requirements and program regulations, and adoption of a resolution recommending Town Council adoption of in-lieu affordable housing fees and commercial/non-residential linkage fees. The Ordinance would apply town wide. The proposed ordinance is not subject to the provisions of the California Environmental Quality Act (CEQA) pursuant to Section 15061(b)(3) of the CEQA Guidelines.

FROM: Heidi Scoble, Planning Director
Emily Longfellow, Assistant Town Attorney

RECOMMENDATION

1. That the Town Council hold a public hearing to consider the Ordinance Amendment.
2. Motion to read the Ordinance Amendment by title only. The Town Manager will read the full title of the Ordinance.
3. Motion to approve the first reading of the Ordinance Amendment and waive future readings in their entirety.
4. Adopt a Resolution implementing Affordable Housing Requirements and Program Regulations.
5. Adopt a Resolution establishing affordable housing in-lieu fees and non-residential/commercial linkage fees.

BACKGROUND

Introduction.

Staff is recommending the adoption of a group of inclusionary housing policies that will promote and provide affordable housing in the Town of San Anselmo. As explained further below, these policies and related fees were developed in conjunction with 5 other Marin jurisdictions working with a consultant team to establish common inclusionary requirements among the jurisdictions. The policies are critical to providing housing to households of all income levels within the Town

of San Anselmo, are necessary for the Town to achieve its Regional Housing Needs Allocation objectives and will implement policies in the Housing Element. The policies are designed to work in conjunction with each other to help alleviate the housing crisis that exists throughout the State and in the Town.

Summary of Inclusionary Housing.
Inclusionary housing ordinances and policies and related in-lieu affordable housing fees and non-residential/commercial linkage fees, are tools to increase affordable housing within a jurisdiction. Inclusionary housing requirements (or inclusionary zoning) aim to increase the supply of affordable housing that is deed-restricted for lower-income households by requiring private housing developers to include a certain percentage of affordable units in a market rate housing development project, effectively integrating affordable housing units into market rate developments. Inclusionary provisions include setting the minimum project size and number and level of affordable units required. Inclusionary requirements also help a jurisdiction satisfy its Regional Housing Needs Allocation (RHNA) for units at various affordability income levels.

State law also requires alternative(s) to providing on-site inclusionary units for rental projects, and it is considered a best-practice to consider alternatives regarding for-sale units. Alternatives can include in-lieu fees, off-site construction, and land dedication.

Affordable housing in-lieu fees and non-residential/commercial linkage fees promote affordable housing by providing monies to an affordable housing fund, which are used to promote, procure, and facilitate affordable housing within a community.

Housing Element Consistency.
Both the Town's current Housing Element and the Draft Housing Element that has been submitted to HCD provide programs and actions for the adoption of inclusionary housing policies.

The Town's 2015-2023 Housing Element includes a policy to consider adoption of inclusionary requirements. For example, policy Program H3.C would establish inclusionary requirements and adoption of an inclusionary ordinance. (2015-2023 Adopted Housing Element, p. 71, 111, 125.) The 2015-2023 Housing Element also includes a program to establish an Affordable Housing Fund that would include inclusionary in-lieu fee payments. (2015-2023 Adopted Housing Element, 120 127.)

Importantly, the proposed Inclusionary Housing Ordinance Amendment, regulations, and associated fees are consistent with, and implement, the Draft Housing Element (2023-2031) that has been submitted to HCD. For example, Action 5.7f of the Draft Housing Element, addressing "Fair Housing" provides that the Town will, "[e]stablish an inclusionary housing ordinance to require affordable housing be provided as part of all new multifamily and mixed-use development."[1] Adoption of the proposed Ordinance Amendment and related fees will be an important step in the implementation of the Town's updated Housing Element.

[1] Further background information regarding inclusionary housing ordinances may be found in the Draft Housing Element (2023-2031), pages 109-110.

Grant Funding.
In 2019, the Town was awarded a grant pursuant to California Senate Bill 2 (SB 2 Grant) to work with 5 other Marin jurisdictions on various housing-related issues, including the development of common inclusionary policies, and associated in-lieu and commercial linkage fees. Participating jurisdictions included: Corte Madera, Fairfax, Unincorporated County of Marin, Larkspur, San Rafael, and Sausalito. Of these, only Fairfax and San Anselmo currently do not have existing inclusionary policies.

The collaboration among Marin cities, towns, and the County has resulted in significant staff and consultant-cost savings, with the County of Marin taking a lead role. Moreover, the collaboration has helped ensure a cohesive and consistent approach throughout participating Marin jurisdictions providing predictability for stakeholders including housing developers.

Under the terms of the SB 2 Grant, the Town must adopt an inclusionary housing ordinance, and associated fees and policies by June 30, 2023. Former Planning Director Simonian and current Planning Director Scoble have participated in the Marin County Planning Director Housing Working Group to represent the Town's interest and collaborate on housing issues, including the inclusionary housing ordinance, policies, and associated impact fees.

SB 2 Grant funds were also used to produce nexus fee studies to support the adoption of affordable housing in-lieu and non-residential/commercial linkage fees (see Attachments 4 and 5). The fee studies were conducted by Strategic Economics and Vernazza Wolf Associates (Consultants). The studies include legal support for both the affordable housing inclusionary in-lieu fee and the non-residential/commercial linkage fee. Additionally, the Consultants held stakeholder meetings that included market-rate developers, affordable housing developers, and housing advocates. Participating developers indicated that the complexity and variety of inclusionary policies makes housing projects more burdensome because it is difficult to establish project costs. It was suggested that a common inclusionary policy for Marin County jurisdictions would ease roadblocks to housing developments, thereby creating more housing.

AB 602, Fee Study Requirement Satisfied.
Assembly Bill 602 (AB 602) imposes new requirements for housing development impact fees. AB 602 requires an impact fee study that is adopted after July 1, 2022, to either calculate a fee levied or imposed on a housing development project proportionately to the square footage of the proposed unit or make specified findings explaining why square footage is not an appropriate metric to calculate fees. In part, the intent is to allow smaller housing units by making the fees proportional to size, thereby reducing the fee amount. AB 602 also imposes certain procedural adoption requirements, such as adoption of the nexus study at a public hearing with 30 days' notice.

A development impact fee is defined as a monetary exaction, other than a tax or special assessment, that is charged by a jurisdiction in connection with the approval or a project to defray

the costs of "public facilities" related to the project.[2] (Gov. Code, § 66000(b).) Public facilities include public improvements, services, and community amenities. (Gov. Code, § 66000(c).) A nexus study provides the legal findings necessary to impose a development impact fee. Fees are adopted by Resolution.

Affordable housing in-lieu fees are required instead of the provision of on-site affordable units and therefore not considered a development impact fee or subject to AB 602. However, the Non-residential/commercial linkage fees are considered development impact fees and therefore are subject to AB 602. A Non-residential/commercial linkage fee is a fee imposed on non-residential and commercial development projects. The monies collected from both fees are deposited into an affordable housing fund (described below in this staff report).

The nexus fee studies completed under the SB 2 Grant satisfy the requirement of Assembly Bill 602 (AB 602) and support the non-residential/commercial linkage fee.

Planning Commission Recommendation

On May 15, 2023, the Planning Commission conducted a public hearing regarding the proposed Ordinance Amendment, the Town Council draft Resolution implementing Affordable Housing Requirements and Program Regulation, and the Town Council draft Resolution establishing affordable housing in-lieu fees and non-residential/commercial linkage fees. The Town Council unanimously adopted Planning Commission Resolution No. 2023-08, recommending the Town Council adding Chapter 21, "Affordable Housing" to Title 10, "Planning and Zoning", of the San Anselmo Municipal Code. The Planning Commission also motioned to request to review any future policies related to the expenditure and distribution of the Affordable Housing Funds.

DISCUSSION

The proposed inclusionary affordable housing policies, which includes alternative means of compliance, for Planning Commission recommendation to the Town Council include:

1) A proposed Ordinance Amendment would add Chapter 21 "Affordable Housing" to Title 10 "Planning and Zoning" to the San Anselmo Municipal Code, which would provide for inclusionary housing requirements, establish an affordable housing fund, and authorize affordable housing in-lieu fees and non-residential/commercial linkage fees "(Ordinance Amendment"); and
2) A Resolution adopting Affordable Housing Requirements and Program Regulations to implement inclusionary policies; and
3) A Resolution adopting affordable housing in-lieu fees and non-residential/commercial linkage fees.

[2] A development project fee does not include fees for processing applications and approvals, which are collected in order to cover the costs of processing an application.

A summary of the above policies and regulations are described as follows:

A. Project Size Threshold.

The project threshold size establishes the minimum size of a project in relation to imposing inclusionary housing requirements. Because project costs are typically proportionately higher with smaller projects, the minimum project threshold size should not be so low as to become a disincentive to developer investment but must be sufficient to promote the goals of affordable housing.

Pursuant to collaboration among participating Marin jurisdictions, staff recommends a 2-unit minimum project size threshold. New single-family dwelling units, accessory dwelling units and junior accessory dwelling units (ADU/JADU), and up to one SB 9 unit would not count towards the minimum project threshold.

B. Percentage Affordable/Set-Aside Requirement.

Inclusionary zoning requires housing developers to include a certain percentage of affordable units in a market rate housing development project and/or pay an in-lieu fee or take an approved alternative action. As a policy matter, the percentage required should be high enough to impact housing supply but must not be so high to discourage development.

After analysis, the Consultants working with the participating jurisdictions recommended an inclusionary housing requirement of 20% for both for-sale and rental housing development projects. This is consistent with the requirements of many other jurisdictions in the Bay Area. As such, staff is also recommending a set-aside of 20%.

The affordable/set aside units are based on housing affordability levels and are established by HUD based on a percentage of Area Median Income. For Marin, the following affordability levels apply.[3]

Current Marin County HUD Affordability Levels

Income Category	Percent Median Income	Annual income 1-person	Annual income 3-person	Annual income 4-person
Very low	50%	$63,950	$82,250	$91,350
Low	80%	$102,450	$131,750	$146,350
Median	100%	$104,700	$134,650	$149,600
Moderate	120%	$125,650	$161,550	$179,500

[3] https://www.hcd.ca.gov/grants-funding/income-limits/state-and-federal-income-limits/docs/income-limits-2021.pdf

C. Affordability Targeting.

Affordability targets are based on size and affordability. Affordability targets are also different for rental and for-sale projects. It is common for inclusionary housing policies to target very low- and low-income households for rental housing, and low and moderate income for for-sale housing because it is generally easier for low- and moderate-income households to meet typical lending requirements than very low- and low-income households. Income targets and pricing are defined based on the HUD Area Median Income (AMI) levels for Marin County, as referenced above in Section "B" of this staff report.

For consideration, the proposed affordability targets include 3 project sizes (small, medium, and large) as follows:

Project Sizes Groups:
1. Small – 10 units or less
2. Medium – 11-29 units
3. Large – 30 or more units

This allows for more affordable units in larger projects, without burdening small and medium sized projects as the costs-per-unit is typically higher with smaller or medium projects.

Affordability targets are set forth in the table below. Any fractional unit resulting from calculating the affordable housing unit set-aside may either be rounded to the next whole number, or an in-lieu fee paid equal to the calculated fractional unit.

As proposed, a rental housing developer may select between two options, both of which include a total 20% set-aside, whereas for-sale projects do not contain a developer option.

Rental Inclusionary Housing Policy
Two Developer Options to Provide Either Very Low- or Low-Income Units:

Project size	Option 1 (20% set-aside)	Option 2 (20% set aside)
10 units or less	10% Very low income and 10% in-lieu fee*	15% Low-income units and 5% in-lieu fee*
11-29 units	10% Very low-income units and 10% moderate income units	15% Low-income units and 5% moderate income units
30 or more units	15% Very low-income units and: 1) 5% moderate income units; or 2) 5% in lieu fee*	10% Very low-income units, 5% low-income units, and 5% moderate income units

**The Inclusionary nexus study supports an in-lieu fee of $362,817 per unit (based on affordability gap from 90% AMI rental units).*

For-Sale Inclusionary Housing Policy

Project size	Policy (20% set-aside)
4 units or less	20% Above moderate-income units
5-29 units	5% Low-income units, 5% moderate income units, 10% above moderate-income units.
	5% Low-income units, 10% moderate income units, 5% above moderate-income units.

The target Area Median Income (AMI), which determines the maximum rent or sales price that can be charged for each unit required to be affordable is set forth below. AMI price levels would be consistent for both rental and for-sale units in order to ease implementation. The very-low income of 50% AMI is at the top of the range consistent with State density bonus law. The remaining categories are mid-point within the range.

Target AMIs for Rental and For-Sale Units

Income Category	Income Range	Target AMI Rent Level	Target AMI Sales Price Level
Very low income	30-50% AMI	50% AMI	n/a
Low income	50-80% AMI	65% AMI	65% AMI
Moderate income	80-120% AMI	100% AMI	100% AMI
Above moderate income	120-150% AMI	n/a	135% AMI

D. Affordable Housing In-lieu Fee and Non-Residential/Commercial Linkage Fee.

An in-lieu inclusionary housing fee is a fee that is paid by the developer instead of constructing the required affordable units. A non-residential/commercial linkage fee is a fee that is imposed on non-residential development to mitigate the housing-related impacts on the community of the non-residential development. These fees are paid into the Affordable Housing Fund, which is dedicated to promoting and facilitating affordable housing within the Town.

As supported by the Consultants studies (see Attachments 5 and 6), the affordable housing in-lieu fee was calculated based on the housing affordability gap, which is the difference between what households at different income levels can pay for housing and the cost of developing market rate housing. With respect to for-sale projects, the gap is the difference between annual mortgage costs and monthly housing payments at affordable levels. For rental housing the gap is the difference between market rate rents and affordable rents.

The in-lieu study calculated 3 development types: 1) for-sale single family subdivisions; 2) for-sale condominiums; and 3) rental apartment projects. The types were based on recent and proposed projects in Marin and through meetings with developers. The affordable housing in-

lieu fee proposed is based on the affordability gap for 90% AMI. Setting the in-lieu fee towards the maximum affordability gap level encourages developers to provide on-site units.

Income level	For Sale Gap; Single-Family Subdivision	For-Sale Gap; Condominium	Rental Gap
Affordable Housing In-Lieu Fee	$289.905	$203,088	$362,817

The in-lieu fee will be adjusted to the year-over-year change in the California Construction Cost Index (CCCI). It is recommended that the CCCI is used rather than the Consumer Price Index because the difference of what households can pay is tied directly to construction costs. All in-lieu fees shall be calculated and paid at issuance of the building permit for the project.

Non-residential/commercial linkage fees proposed are as follows:

Type of Project	Fee per Square Foot of Net New Gross Floor Area
Office	$10
Retail/Restaurant	$8 up to 2500 square feet $10 for over 2500 square feet
Hotel	$5
Other	Fees Calculated using Excel-Based Fee Calculator.

Related to the commercial linkage fee, the Consultants have developed an Excel-Based Fee Calculator that will calculate a fee based on the net new gross building (floor) area (GBA) area relative to the jobs associated with the use. The Calculator contains a table of the affordability gap by income group calculated by the Excel model. Below is an example of the calculator and the various project information and the corresponding fee.

MAXIMUM COMMERCIAL LINKAGE FEE CALCULATOR

Enter Sq. Ft. of Gross Building Area:
2,500

Maximum Commercial Linkage Fee:	$3,919,190
	$1,567.68 per sq. ft.

Job Title	Number of Jobs	Annual Wage per Job	Average Annual Household Income	Income Category
Executive	1	$200,000	$320,000	Above 120% AMI
Assistant	2	$50,000	$80,000	Low Income (51-80% AMI)
Manager	3	$75,000	$120,000	Moderate Income (81-120% AMI)
Administrative Support	10	$35,000	$56,000	Very Low Income (31-50% AMI)

The fee applies to commercial/non-residential components of mixed-use projects. All in-lieu fees will be calculated and paid at issuance of the building permit for the project. The fee will also be adjusted annually based on the yearly change in the CCCI.

F. Affordable Housing Fund. The proposed Ordinance Amendment includes the establishment of an Affordable Housing Fund (Fund). This Fund is established to receive housing impact fees including affordable housing in-lieu fees and non-residential/commercial linkage fees. The monies deposited into the Fund, along with interested earned, shall be used only to increase and improve the supply of affordable housing in the Town of San Anselmo. The Planning Director is responsible for administering the Fund consistent with the Town Municipal Code and Housing Element and may develop procedures to implement the Fund.

G. Alternative Means of Compliance. It is considered best-practices to include alternative compliance methods regarding for-sale housing projects, and State law requires alternative methods for rental projects. (Gov. Code, §65850(g).) Alternatives to the provision of on-site inclusionary housing units include in-lieu fees (above) and actions such as off-site construction, land dedication and/or the rehabilitation, acquisition, or preservation of off-site units.

Here, alternative methods of compliance include the payment of affordable housing in-lieu fees, donation of land to a housing non-profit, and construction of affordable units on another site.

GENERAL PLAN CONSISTENCY

The proposed Ordinance Amendment and related policies and fees are consistent with, and implement, both the Town's current General Plan Housing Element (2015-2023) and the Draft Housing Element, which include policies to adopt inclusionary housing policies, adoption of an inclusionary housing ordinance, and adoption of affordable housing in-lieu fees.

CEQA CONSISTENCY

The affordable-housing in-lieu fees and the non-residential/commercial linkage fees are exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15061(b)(3) because it can be seen with certainty that there is no possibility that the Amendment will have a significant effect on the environment; and because it is not a "project" under CEQA since a project does not include the creation of a governmental funding mechanism that does not involve any commitment to any specific project (CEQA Guidelines section 15378(b)(4), and this Resolution commits no fees to any specific project.

The Affordable Housing Ordinance Amendment and the Resolution approving implementing regulations are exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15061(b)(3) because it can be seen with certainty that there is no possibility that they will have a significant effect on the environment; said ordinance and policies will make no changes to land uses, development intensities, or the rate at which development is expected to occur, and therefore will have no significant environmental effect.

ATTACHMENTS

1. Draft Resolution recommending Town Council adoption of Affordable Housing Ordinance Amendment and corresponding draft Ordinance Amendment.
2. Attachment 2- Draft Council Resolution- Affordable Housing Requirements and Program Regulations
3. Attachment 3- Draft Council Resolution- Commercial Linkage Fees
4. Planning Commission Resolution No. 2023-08
5. Inclusionary Program and In-Lieu Fee Study prepared by Strategic Economics and Vernazza Wolfe Associates dated February 10, 2023
6. Commercial Linkage Study prepared by Strategic Economics and Vernazza Wolfe Associates dated February 18, 2023

ORDINANCE NO.

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF SAN ANSELMO AMENDING TITLE 10 "PLANNING AND ZONING" OF THE SAN ANSELMO MUNICPAL CODE TO ADD CHAPTER 21 "AFFORDABLE HOUSING"

WHEREAS, all communities in the State of California, including the Town of San Anselmo, face a housing crisis that includes the lack of access to affordable housing, which has a direct negative impact on the public health, safety, and welfare of the residents of San Anselmo; and

WHEREAS, inclusionary housing policies, and related affordable housing in-lieu and non-residential/commercial linkage fees, are tools that help jurisdictions increase the supply of affordable housing units; and

WHEREAS, the provision of safe and stable housing for households at all income levels is in the public interest; and

WHEREAS, California Government Code section 65580 provides that the availability of housing is of vital Statewide importance and that local governments have a responsibility to use their powers to facilitate the development of housing and make adequate provision for the housing needs of all economic segments of the community; and

WHEREAS, the Town of San Anselmo was awarded funding pursuant to a State Grant established by California Senate Bill 2 (SB 2) for actions to increase housing, and a portion of this money was utilized in collaboration with other Marin jurisdictions to formulate inclusionary housing policies and supporting fee studies; and

WHEREAS, all California jurisdictions receive a target number of homes for which they must plan at various income levels called the Regional Housing Needs Allocation (RHNA) and the RHNA number for the Town of San Anselmo's 2023-2031 Housing Element cycle has increased to 833 units up from the previous 106 units; and

WHEREAS, the adoption of inclusionary housing policies is critical for the Town in reaching its RHNA housing requirements for very low, low, and moderate income households; and

WHEREAS, the proposed Ordinance Amendment adds Chapter 21 "Affordable Housing" to Title 10 "Planning and Zoning" of the San Anselmo Municipal Code, which would provide for inclusionary housing requirements, establish an affordable housing fund, and authorize affordable housing in-lieu fees and non-residential/commercial linkage fees "(Ordinance Amendment"); and

WHEREAS, using the SB 2 funding, the Town of San Anselmo collaborated with several Marin jurisdictions lead by Strategic Economics, Inc. and Vernazza Wolf Associates (Consultants) on the development of a common inclusionary housing policy; and

WHEREAS, Consultants completed an In-Lieu Housing Fee Study and a Non-Residential/Commercial Linkage Fee Study (Fee Study Reports), which studies support the adoption of said fees; and

WHEREAS, Consultants used appropriate, best-practices methodology to determine the maximum amount of said fees to mitigate the burdens created by residential and non-residential/commercial development, and demonstrate that there is a reasonable relationship between the need for affordable housing and the impacts of the development described in the Fee Study Reports for which the corresponding fee is charged, and that there is also a reasonable relationship between the fee's use and the type of development for which the fee is charged; and

WHEREAS, the Fee Study Reports include an economic feasibility analysis that determined the fees as recommended would be feasible; and

WHEREAS, in compliance with Assembly Bill 602 (AB 602), Government Code section 66000, to ensure that the fractionable affordable housing in-lieu fee and non-residential commercial linkage fee recommended herein does not exceed the actual affordable housing impacts attributable to the development projects on which the fee is imposed, the Town Council will consider the Fee Study Reports; and

WHEREAS, based on the findings above, the Town desires to further the public health, safety, and welfare by requiring residential and non-residential/commercial projects in the Town to mitigate their impact on the need for affordable housing in San Anselmo; and

WHEREAS, the Planning Commission held a duly noticed public hearing on May 15, 2023 to consider recommendation of said Amendments to the Town Municipal Code; and

WHEREAS, on May 15, 2023, the Planning Commission of the Town of San Anselmo adopted Resolution No. 2023-08 to recommend Town Council approval of the Affordable Housing Requirements and Program Regulations; and

WHEREAS, public notice of the Town Council hearing to consider the Ordinance Amendment was published in the Marin Independent Journal on May 11, 2023; and

WHEREAS, the Town Council held a public hearing on May 23, 2023, to consider the Planning Commission recommendation and introduce the draft Ordinance.

WHEREAS, the Ordinance Amendment is exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15061(b)(3) because it can be seen with certainty that there is no possibility that the Amendment will have a significant effect on the environment; the Amendment will make no changes to land uses, development intensities, or the rate at which development is expected to occur, and is therefore will have no significant environmental effect; and

WHEREAS, the adoption of the proposed Ordinance Amendment is consistent with the Town's current and draft Housing Element, both of which contain policies to adopt inclusionary housing policies and related fees to be deposited into an affordable housing fund; and

NOW, THEREFORE, THE TOWN COUNCIL OF THE TOWN OF SAN ANSELMO DOES ORDAIN AS FOLLOWS:

SECTION 1: Environmental Review. The Ordinance Amendment is exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15061(b)(3) because it can be seen with certainty that there is no possibility that the Amendment will have a significant effect on the environment. The Amendment will make no changes to land uses, development intensities, or the rate at which development is expected to occur and therefore will have no significant environmental effect.

SECTION 2: The above recitals are true and correct and are incorporated as findings herein.

SECTION 3: Ordinance Amendment. Chapter 21 "Affordable Housing" is hereby added to Title 10 "Planning and Zoning" of the San Anselmo Municipal Code as follows:

10-21-010 Purpose and Intent.

a. The purpose of this Chapter is to ensure that new residential and non-residential development projects contribute to the availability and attainment of decent, affordable housing to a broad range of households with varying income levels throughout the Town of San Anselmo.

b. These requirements implement the Town's Housing Element by assisting in meeting the Town's Regional Housing Needs obligations, providing funding to facilitate affordable housing development, and affirmatively furthering fair housing by ensuring that affordable housing is constructed in all parts of the Town.

c. The Town Council desires to provide and maintain affordable housing opportunities through an affordable housing in-lieu fee, the funds of which will be deposited into the Affordable Housing Fund to be used in the development of affordable housing and related programs in the Town. The non-residential/commercial linkage fee requirements will assist in alleviating the impacts of the demand for new affordable housing created by new non-residential development.

10-21-020 Definitions. For the purposes of this Chapter, the following definitions apply:

a. "Affordable housing fund" means the fund established pursuant to Section 10-21.050 of this Chapter.

b. "Affordable housing unit" means a dwelling unit that shall be offered at an affordable rent or affordable ownership cost to very low-, low- or moderate-income households.

c. "Common ownership or control" means property owned or controlled by the same person, persons, or entity, or by separate entities in which any shareholder, partner, member,

or family member of an investor of the entity owns ten percent or more of the interest in the property.

d. "Housing in-lieu fee" means the applicable fee established pursuant to Section 10-21.060 of this Chapter.

e. "Low income households" or "low income" means households with incomes no greater than the maximum income for low income households for Marin County as published annually by the California Department of Housing and Community Development (HCD) in California Code of Regulations Title 25, Section 6932 (or successor provision).

f. "Moderate income households" or "moderate income" means households with incomes no greater than the maximum income for moderate income households for Marin County, as published annually by the California Department of Housing and Community Development (HCD) in California Code of Regulations Title 25, Section 6932 (or successor provision).

g. "Non-residential development project" means an application for a planning permit or building permit that includes the new construction of gross square feet of non-residential space or the conversion of a residential use to a non-residential use.

h. "Non-residential/commercial linkage fee" means the applicable fee established pursuant to Section 10-21.060 of this Chapter.

i. "Rental unit" means a dwelling unit that is intended to be offered for rent or lease and that cannot be sold individually in conformance with the Subdivision Map Act.

j. "Residential development project" means a project at one location to create one or more additional dwelling units, convert nonresidential uses to dwelling units, subdivide a parcel to create one or more separately transferrable parcels intended for residential development, or implement a condominium conversion, including development constructed at one time and in phases. "One location" shall include all adjacent parcels of land under common ownership or control with contiguous property lines at any point, or the property lines of which are separated by a public or private street, road, or public or private right-of-way.

k. "Very low income households" or "very low income" means households with incomes no greater than the maximum income for very low-income households for Marin County, as published annually by the California Department of Housing and Community Development (HCD) in California Code of Regulations Title 25, Section 6932 (or successor provision).

10-21-030 Affordable Housing Requirements.

a. Residential Development Projects – General Requirements. Any new residential development project shall be developed to provide affordable housing units to very low, low, moderate, and above moderate-income households in accordance with the provisions of this Chapter and applicable Town policies.

b. Affordable Housing Units—Percentage Required, In-Lieu Fees, Target Incomes. Residential development projects shall provide affordable housing units and/or pay housing in-lieu fees in accordance with the policies and procedures specified in the Affordable Housing Requirements and Program Regulations, as adopted, and amended from time to time by Town Council Resolution.

c. Exemptions. The requirements of this Chapter do not apply to:

1. Projects where a building permit application has been accepted as complete by the

Town prior to the effective date of this Chapter; provided however that any extension or modification of such a permit shall not be exempt.

2. Any structure proposed to repair or replace a building that was damaged or destroyed by fire or other calamity so long as the total number of units, square footage, and land use of the building remains the same and construction of the replacement building begins within one (1) year of the damage's occurrence.
3. Single-family structure.
4. Any Accessory Dwelling Unit or Junior Accessory Dwelling unit approved by the Town.
5. Any residential development project exempted by State law as may be amended from time to time.

d. Density Bonus. An applicant may submit a separate application for a housing density bonus pursuant to applicable State law and San Anselmo Municipal Code Title 10, Chapter 11 "Density Bonus", if eligible.

e. Enforcement.

1. The Town Attorney is authorized to abate violations and to enforce the provisions of this Chapter and all implementing regulations and resale controls placed on affordable housing units, by civil action, injunctive relief, and/or any other proceeding permitted by law including without limitation foreclosure.

2. It shall be unlawful, a public nuisance, and a misdemeanor for any person/entity to sell or rent an affordable unit at a price or rent exceeding the maximum allowed under this Chapter and implementing regulations, or to a household not qualified hereunder, and such person/entity shall be subject to a fine of five hundred dollars ($500) per month plus restitution of the amount charged that exceeded the maximum allowed under this Chapter from the date of original noncompliance until the affordable unit is in compliance with this Chapter and implementing regulations. Fine monies collected that exceed the cost of enforcement shall be deposited into the Affordable Housing Fund.

3. The remedies provided herein nonexclusive and cumulative and shall not preclude the Town from any other remedy or relief to which it is entitled under law or equity.

10-21-040 Administration. The Town Council shall adopt and may amend from time to time by Resolution, implementing Affordable Housing Requirements and Program Regulations consistent with the provisions of this Chapter and the Housing Element for the purpose of carrying out the administration of this Chapter. A copy of the Affordable Housing Requirements and Program Regulations shall be on file with the Town Clerk's Office and made available for public examination and posted on the Town's website. The Affordable Housing Requirements and Program Regulations shall set forth affordable housing requirements, affordable housing in-lieu fee requirements, and non-residential/commercial fee requirements. The Planning Director or designee is responsible for administering this Chapter. As part of this administration, the Director may perform the following tasks including, but not limited to interpret the provisions of this Chapter and the Affordable Housing Requirements and Program Regulation and establish operational and procedural requirements such as tenant eligibility, application processes, waitlist management, and income verification requirements.

10-21-050 Affordable Housing Fund. An Affordable Housing Fund is established to receive all housing impact and other applicable fees and funds.

a. All applicable affordable housing in-lieu fees and non-residential/commercial linkage fees collected shall be deposited into the Affordable Housing Fund. The monies deposited in the Affordable Housing Fund, with any interest earned, shall be used solely to increase, and improve the supply of housing affordable to moderate, low, and very low-income households, consistent with the goals and policies contained in the Town's Housing Element and affordable housing requirements and policies.

b. The Affordable Housing Fund shall be administered by the Planning Director who may develop procedures to implement said fund consistent with the requirements of this Chapter and subject to any adopted budget of the Town and generally acceptable accounting and procurement processes.

10-21-060 Affordable Housing In-Lieu Fees and Non-Residential/Commercial Linkage Fees.

a. Affordable housing in-lieu fees and non-residential/commercial linkage fees (fees) are hereby established for residential development projects and non-residential/commercial development projects. The amount of said fees shall be established by Town Council Resolution, as may be amended from time to time. The amount of fees shall not exceed the cost of mitigating the impact residential or non-residential/commercial development projects on the need for affordable housing in the Town of San Anselmo.

b. All such fees shall be deposited in the Affordable Housing Fund described in Section 10-21-040 herein.

c. Payment of fees shall be due at the issuance of the building permit for the project. Fees shall be calculated based on the fee schedule in effect at the time the building permit is issued, unless State law specifies that the Town must use a fee schedule in effect at an earlier date.

SECTION 5: Severability. The Town Council hereby declares every section, paragraph, sentence, clause, and phrase is severable. If any section, paragraph, sentence, clause, or phrase of these ordinance amendments are for any reason found to be invalid or unconstitutional, such invalidity, or unconstitutionality shall not affect the validity or constitutionality of the remaining sections, paragraphs, sentences, clauses or phrases.

SECTION 6: Effective Date. This Ordinance Amendment shall go into effect thirty (30) days from its adoption. Prior to the expiration of fifteen (15) days of adoption, this Ordinance Amendment, or a summary thereof pursuant to Government Code section 36933, shall be published at least once in a newspaper of general circulation, along with the names of the members of the Town Council voting for and against its adoption.

INTRODUCED AND ADOPTED AT A PUBLIC HEARING at a regular meeting of the San Anselmo Town Council on _____ by the following vote:

AYES:

NOES:

ABSTAIN:
ABSENT:
RECUSED:

APPROVED:_____
Steve Burdo, Mayor

ATTEST:_____
Serge Avila, Town Clerk

SAN ANSELMO TOWN COUNCIL
RESOLUTION NO. 2023-XX

RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF SAN ANSELMO ADOPTING AFFORDABLE HOUSING REQUIREMENTS AND PROGRAM REGULATIONS

WHEREAS, all communities in the State of California, including the Town of San Anselmo, face a housing crisis that includes the lack of access to affordable housing, which has a direct negative impact on the public health, safety, and welfare of the residents of San Anselmo; and

WHEREAS, inclusionary housing policies, and related affordable housing in-lieu and non-residential/commercial linkage fees, are tools that help jurisdictions increase the supply of affordable housing units; and

WHEREAS, the provision of safe and stable housing for households at all income levels is in the public interest; and

WHEREAS, California Government Code section 65580 provides that the availability of housing is of vital Statewide importance and that local governments have a responsibility to use their powers to facilitate the development of housing and make adequate provision for the housing needs of all economic segments of the community; and

WHEREAS, all California jurisdictions receive a target number of homes for which they must plan at various income levels called the Regional Housing Needs Allocation (RHNA) and the RHNA number for the Town of San Anselmo's 2023-2031 Housing Element cycle has increased to 833 units up from the previous 106 units; and

WHEREAS, the adoption of inclusionary housing policies, including affordable housing in-lieu fees and non-residential/commercial linkage fees, is critical for the Town in reaching its RHNA housing requirements for very low, low, and moderate income households; and

WHEREAS, the Town of San Anselmo was awarded funding pursuant to a State Grant established by California Senate Bill 2 (SB 2) for actions to increase housing, and a portion of this money was utilized in collaboration with other Marin jurisdictions to formulate inclusionary housing policies and supporting fee studies; and

WHEREAS, using the SB 2 grant funding, the Town of San Anselmo collaborated with 5 other Marin jurisdictions lead by Strategic Economics, Inc. and Vernazza Wolf Associates (Consultants) on the development of common inclusionary housing policies and related fees; and

WHEREAS, the Town Council has adopted an Ordinance Amendment adding Chapter 21 "Affordable Housing" to Title 10 "Planning and Zoning", Chapter "Zoning", adopting inclusionary housing requirements and authorizing the Town Council to establish by Resolution Affordable Housing Requirements and Program Regulations; and

WHEREAS, on May 15, 2023, the Planning Commission of the Town of San Anselmo voted to recommend Town Council approval of the Affordable Housing Requirements and Program Regulations; and

WHEREAS, a duly and properly noticed public hearing regarding the Affordable Housing Requirements and Program Regulations proposed in this Resolution was conducted by the Town Council on May 23, 2023; and

NOW, THEREFORE, BE IT RESOLVED that the Town Council of the Town of San Anselmo hereby adopts the Affordable Housing Requirements and Program Regulations as set forth in Exhibit "A".

BE IT FURTHER RESOLVED that the facts set forth in the recitals in this Resolution are true and correct and incorporated herein by reference. The recitals constitute findings in this matter and, together with the staff report, other written reports, oral staff presentation, public testimony, and other information contained in the record, are an adequate and appropriate evidentiary basis for the actions taken in this Resolution.

BE IT FURTHER RESOLVED that this Resolution is exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15061(b)(3) because it can be seen with certainty that there is no possibility that the Amendment will have a significant effect on the environment. The Affordable Housing Requirements and Program Regulations set forth in this Resolution will make no changes to land uses, development intensities, or the rate at which development is expected to occur, and is therefore will have no significant environmental effect.

INTRODUCED AND ADOPTED AT A PUBLIC HEARING at a regular meeting of the San Anselmo Town Council on _____ by the following vote:

AYES:
NOES:
ABSTAIN:
ABSENT:
RECUSED:

APPROVED:_____
Steve Burdo, Mayor

ATTEST:_____
Serge Avila, Town Clerk

EXHIBIT "A"

Affordable Housing Requirements and Program Regulations

The following Affordable Housing Requirements and Program Regulations ("Regulations") are adopted pursuant to, and for the implementation of, San Anselmo Municipal Code Chapter 10.21 "Affordable Housing". The purpose of these Regulations is to ensure that new residential development projects and commercial/non-residential development projects contribute to the attainment of affordable housing goals by the construction of affordable units, payment of in-lieu fees, and/or alternative equivalent actions.

A. Definitions. The definitions in San Anselmo Municipal Code Chapter 10-21 apply to these Regulations.

B. Affordable Housing Requirements.

1. Multiple Dwellings Rental Residential Development. Requirements for residential development projects consisting of multiple dwellings.

i. Residential development projects consisting of multiple dwellings (rental units) shall provide on-site affordable housing units as part of the proposed project and/or affordable housing in-lieu fees in accordance with either Table A or Table B, as selected by the developer. Any fractional units resulting from calculating the required affordable unit set aside may either be: 1) rounded up to the next whole number, or 2) an in-lieu fee may be paid equal to the calculated fractional unit.

ii. In-Lieu Fee. The in-lieu fee for the construction of one affordable unit shall be $362,817 ($362,817). The in-lieu fee shall be increased or decreased in accordance with the year over year increase or decrease in the California Construction Cost Index (CCCI) as measured from December to December. The first adjustment to the Town's in-lieu fee shall be made on January 1, 2023, and thereafter shall be adjusted on each January 1 by the Planning Director. For each residential development project, the in-lieu fee, when applicable, shall be calculated and paid on the date a building permit is issued for such project.

The developer may select one of the two following options, which include different percentages for the provision of affordable units.

Table A: Rental Projects (Developer Option 1)

Project Size Required Affordable Unit Set Aside and In-Lieu Fee

	Very Low	Low	Moderate	In-Lieu Fee
2-10 units	10%			10%
11-29 units	10%		10%	
30 or more units	15%			5%

Table B: Rental Projects (Developer Option 2)

Project Size Required Affordable Unit Set Aside and In-Lieu Fee

	Very Low	Low	Moderate	In-Lieu Fee
2-10 units		15%		5%
11-29 units		15%	5%	
30 or more units	10%	5%	5%	

2. For-Sale Residential Development. Requirements for for-sale residential development projects consisting of single-family detached subdivision and multiple houses.

i. Residential development projects consisting of single-family detached subdivisions (for-sale dwelling units) or multiple houses (for-sale dwelling units) shall provide affordable housing units on-site as part of the proposed project and/or affordable housing in-lieu fees in accordance with Table C. Any fractional units resulting from calculating the required affordable unit set aside may either be: 1) rounded up to the next whole number, or 2) an in-lieu fee may be paid equal to the calculated fractional unit.

ii. In-Lieu Fee (single-family detached subdivision). The in-lieu fee for the construction of one affordable unit shall be $289,905 ($362,817). The in-lieu fee shall be increased or decreased in accordance with the year over year increase or decrease in the California Construction Cost Index (CCCI) as measured from December to December. The first adjustment to the Town's in-lieu fee shall be made on January 1, 2023, and thereafter shall be adjusted on each January 1 by the Planning Director. For each residential development project, the in-lieu fee, when applicable, shall be calculated and paid on the date a building permit is issued for such project.

iii. In-Lieu Fee (multiple houses). The in-lieu fee for the construction of one affordable unit shall be $362,817. The in-lieu fee shall be increased or decreased in accordance with the year over year increase or decrease in the California Construction Cost Index (CCCI) as measured from December to December. The first adjustment to the Town's in-lieu fee shall be made on January 1, 2023, and thereafter shall be adjusted on each January 1 by the Planning Director. For each residential development project, the in-lieu fee, when applicable, shall be calculated and paid on the date a building permit is issued for such project.

Table C: For-Sale Projects

Project Size Required Affordable Unit Set Aside

	Low	Moderate	Above Moderate
2-4 units			20%
5-29 units	5%	5%	10%
30 or more units	5%	10%	5%

C. Maximum Rent and Sale Price.

i. The maximum rent charged for an affordable unit constructed pursuant to the requirements in paragraph B(a) above shall be equal to 30% of the area median income (AMI) for the applicable unit-type as shown in Table D, adjusted for household size pursuant to California Department of Housing and Community Development (HCD) guidelines. Such maximum rent shall be inclusive of utility charges.

ii. The maximum sales price for an affordable unit constructed pursuant to the requirements applicable to for-sale projects shall be equal to 35% of the area median income (AMI) for the applicable unit-type as shown in Table D, adjusted for household size pursuant to Marin Housing Authority (MHA) guidelines. The maximum sales price shall be consistent with other MHA guidelines provided that the maximum sales price permitted by this paragraph is not exceeded.

Table D: Target AMIs for Maximum Rent and Sales Prices.

Unit Type	Very Low	Low	Moderate	Above Moderate
Target AMI	50%	65%	100%	135%

D. Location and Type of Affordable Housing Units. Affordable housing units shall be dispersed throughout a residential development project and be of a similar mix and type to that of the residential development project as a whole, including, but not limited to: 1) The same or substantially similar mix of unit size (e.g., number of bedrooms, square footage); and 2) compatibility with the design, materials, amenities, and appearance of the other developed units.

E. Access to Amenities. Residents and tenants of affordable units shall be provided the same rights and access to common amenities in the development project as residents and tenants occupying market rate units.

F. Timing of Construction. All affordable housing must be constructed and occupied concurrently with or prior to the construction and occupancy of market rate units, unless the Town Council, in its sole discretion, determines an alternative construction schedule will further the goal of affordable housing in the Town. In phased developments, affordable units may be constructed and occupied in proportion to the number of units in each phase of the project.

G. Duration of Affordability. Prior to the issuance of certificates of occupancy or approval of the final inspection for the affordable units, regulatory agreement and, if the affordable units are owner-occupied, resale restrictions, deeds of trust and/or other documents, all of which must be acceptable to the Planning Director and consistent with the requirements of this Chapter, shall be recorded against the parcels having such affordable units and shall be effective in perpetuity; unless reduced by the Town Council in its discretion based on findings including financial need,

infeasibility, or as necessary to meet the requirements of financing institution or subsidy program.

H. Alternative Means of Compliance. A developer may propose to meet the requirements of these Regulations and San Anselmo Municipal Code Chapter 10.21 subject to the review and approval by the Planning Director in his/her/their its sole discretion. Applicants proposing to use an alternative means of compliance shall demonstrate how the alternative will further affordable housing opportunities in the Town to an equal to or greater extent than compliance with the express terms of these Regulations and San Anselmo Municipal Code Chapter 10.21.

1. Donation of Land to the Nonprofit. Donation of land to a nonprofit housing developer in place of actual construction of the required affordable units, which land must be zoned to allow residential use; free of toxic substances and/or contaminated soils; of sufficient size to accommodate the required units; and fully improved with access infrastructure, adjacent utilities, and grading.

2. Construction of Off-Site Units. Construction of allocated units off-site. Off-site units must be located within one-half mile of the market-rate development that is the subject of the inclusionary housing requirement; shall not create an over-concentration of deed-restricted affordable dwelling units in any one neighborhood; building design, quality, and maintenance standards shall be of good quality

I. Administration. On an annual basis, the Planning Director shall make available to the Town Council a report on the effectiveness of the affordable housing requirements set forth in San Anselmo Municipal Code Chapter 10.21 and these Regulations. Measures of effectiveness include, but are not limited to, pending or proposed housing development projects; number of units affordable at various affordable income levels; amounts of affordable housing in-lieu fees and non-residential/commercial linkage fees that have been deposited into the affordable housing fund and any Town actions taken with said funds.

SAN ANSELMO TOWN COUNCIL
RESOLUTION NO. 2023-XX

RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF SAN ANSELMO ADOPTING AFFORDABLE HOUSING IN-LIEU FEES AND COMMERCIAL/NON-RESIDENTIAL LINKAGE FEES IN THE MASTER FEE SCHEDULE

WHEREAS, all communities in the State of California, including the Town of San Anselmo, face a housing crisis that includes the lack of access to affordable housing, which has a direct negative impact on the public health, safety, and welfare of the residents of San Anselmo; and

WHEREAS, inclusionary housing policies, and related affordable housing in-lieu and non-residential/commercial linkage fees, are tools that help jurisdictions increase the supply of affordable housing units; and

WHEREAS, the provision of safe and stable housing for households at all income levels is in the public interest; and

WHEREAS, California Government Code section 65580 provides that the availability of housing is of vital Statewide importance and that local governments have a responsibility to use their powers to facilitate the development of housing and make adequate provision for the housing needs of all economic segments of the community; and

WHEREAS, all California jurisdictions receive a target number of homes for which they must plan at various income levels called the Regional Housing Needs Allocation (RHNA) and the RHNA number for the Town of San Anselmo's 2023-2031 Housing Element cycle has increased to 833 units up from the previous 106 units; and

WHEREAS, the adoption of inclusionary housing policies, including affordable housing in-lieu fees and commercial linkage fees, is critical for the Town in reaching its RHNA housing requirements for very low, low, and moderate income households; and

WHEREAS, the Town of San Anselmo was awarded funding pursuant to a State Grant established by California Senate Bill 2 (SB 2) for actions to increase housing, and a portion of this money was utilized in collaboration with other Marin jurisdictions to formulate inclusionary housing policies and supporting fee studies; and

WHEREAS, using the SB 2 funding, the Town of San Anselmo collaborated with several Marin jurisdictions lead by Strategic Economics, Inc. and Vernazza Wolf Associates (Consultants) on the development of a common inclusionary housing policy; and

WHEREAS, Consultants also completed an In-Lieu Housing Fee Study and a Commercial Linkage Fee Study (Fee Study Reports), which studies support the adoption of said fees; and

WHEREAS, the Town Council has adopted an Ordinance Amendment adding Chapter 21 "Affordable Housing" to Title 10 "Planning and Zoning" of the San Anselmo Municipal Code adding inclusionary housing requirements and authorizing the Town Council to establish by Resolution affordable housing in-lieu fees and non-residential/commercial linkage fees based on the Fee Study Reports; and

WHEREAS, to ensure that the affordable housing in-lieu fees and the non-residential/commercial linkage fees set forth in this Resolution do not exceed the actual affordable housing impacts attributable to the development projects on which the fees are imposed, the Town Council has received and considered the Fee Study Reports, which demonstrate that said fees do not exceed the affordable housing impacts attributable to the development projects on which the fees are imposed; and

WHEREAS, at least ten (10) days prior to the date this Resolution is being heard, data was made available to the public indicating the amount of cost, or estimated cost, required to provide the affordable housing for which the fee is being levied and the revenue sources anticipated to provide the affordable housing, in accordance with Government Code section 66019; and

WHEREAS, notice of the hearing on the proposed fees was published twice in a newspaper of general circulation in the manner set forth in Government Code section 6062(a), in accordance with Government Code sections 66004 and 66018; and

WHEREAS, on May 15, 2023, the Planning Commission of the Town of San Anselmo voted to recommend Town Council approval of the proposed Affordable Housing In-Lieu Fees and Commercial/Non-Residential Linkage Fees; and

WHEREAS, a duly and properly noticed public hearing regarding the Affordable Housing In-Lieu Fees and Commercial/Non-Residential Linkage Fees proposed in this Resolution was conducted by the Town Council on May 23, 2023; and

NOW, THEREFORE, BE IT RESOLVED that the Town Council of the Town of San Anselmo hereby adopts the Affordable Housing In-Lieu Fees and Commercial/Non-Residential Linkage Fees as set forth in Exhibit "A attached hereto and incorporated herein by reference, and directs that these fees be incorporated into the Town's Master Fee Schedule.

BE IT FURTHER RESOLVED that this Resolution shall go into full force and effect sixty (60) days from its adoption.

BE IT FURTHER RESOLVED that the facts set forth in the recitals in this Resolution are true and correct and incorporated herein by reference. The recitals constitute findings in this matter and, together with the staff report, other written reports, oral staff presentation, public testimony, and other information contained in the record, are an adequate and appropriate evidentiary basis for the actions taken in this Resolution.

BE IT FURTHER RESOLVED that this Resolution is exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15061(b)(3) because it can be seen with certainty that there is no possibility that the Amendment will have a significant effect on the environment; and because it is not a "project" under CEQA since a project does not include the creation of a governmental funding mechanism that does not involve any commitment to any specific project (CEQA Guidelines section 15378(b)(4), and this Resolution commits no fees to any specific project.

INTRODUCED AND ADOPTED AT A PUBLIC HEARING at a regular meeting of the San Anselmo Town Council on _____ by the following vote:

AYES:
NOES:
ABSTAIN:
ABSENT:
RECUSED:

APPROVED:_____
Steve Burdo, Mayor

ATTEST:_____
Serge Avila, Town Clerk

EXHIBIT "A"

Fees for Residential Development Projects
In Lieu of Provision of On-Site Inclusionary Units

The following fees apply to Rental Residential Development Projects in-lieu of the provision of on-site affordable inclusionary units.

A. Rental Residential Development. The in-lieu fee for the construction of one affordable unit shall be $362,817. The amount of the in-lieu fee will be calculated based on the percentage of the fractional unit. The developer may select one of the two following options, which include different percentages for the provision of affordable units.

Table A: Rental Projects (Developer Option 1)

Project Size Required Affordable Unit Set Aside and In-Lieu Fee

	Very Low	Low	Moderate	In-Lieu Fee
2-10 units	10%			10%
11-29 units	10%		10%	
30 or more units	15%			5%

Table B: Rental Projects (Developer Option 2)

Project Size Required Affordable Unit Set Aside and In-Lieu Fee

	Very Low	Low	Moderate	In-Lieu Fee
2-10 units		15%		5%
11-29 units		15%	5%	
30 or more units	10%	5%	5%	

B. For-Sale Residential Development.

1. Single-Family Detached Subdivision. The in-lieu fee for the construction of one affordable unit shall be $362,817. The amount of the in-lieu fee will be calculated based on the percentage of the fractional unit.
2. Condominium Town Homes. The in-lieu fee for the construction of one affordable unit shall be $362,817.
3. Multiple Houses. The in-lieu fee for the construction of one affordable unit shall be $362,817. The amount of the in-lieu fee will be calculated based on the percentage of the fractional unit.

Table C: For-Sale Projects

Project Size	Required Affordable Unit Set Aside		
	Low	Moderate	Above Moderate
2-4 units			20%
5-29 units	5%	5%	10%
30 or more units	5%	10%	5%

C. Comments.

1. Application. Fee applies to residential components of mixed-use projects.

2. Annual Fee Adjustment. Fee amounts shall be adjusted annually by the Planning Director in accordance with the year over year increase or decrease in the California Construction Cost Index (CCCI) as measured from December to December. The first adjustment shall be made on January 1, 2023 and thereafter on January 1.

3. Time of Payment. All in-lieu fees shall be calculated and paid at issuance of the building permit for the project.

4. Density Bonus. For projects that are granted a density bonus pursuant to California Government Code section 65915 *et seq.*, and San Anselmo Municipal Code Title 10, Chapter 11 "Density Bonus" (collectively, Density Bonus Law), the in-lieu fee shall apply to all market-rate units, including any additional market-rate units provided under Density Bonus Law.

5. Exempted Units. The following units are exempt from in-lieu fees: a) units that are affordable to moderate, low, very low, or extremely low-income households based on current Marin County affordability levels by the United States Department of Housing and Urban Development; b) Accessory Dwelling Units; c) Junior Accessory Dwelling Units; and d) units created pursuant to Government Code section 65852.21 ("SB 9").

EXHIBIT "B"

Affordable Housing Linkage Fee for Commercial/Non-Residential Development Projects

The following fees apply to Commercial/Non-Residential Development Projects in-lieu of the provision of on-site affordable inclusionary units.

Type of Project	Fee per Square Foot of Net New Gross Floor Area
Office	$10
Retail/Restaurant	$8 up to 2500 square feet $10 for over 2500 square feet
Hotel	$5
Other	Fees Calculated using Excel-Based Fee Calculator.

Comments.

1. Application. Fee applies to commercial/non-residential components of mixed-use projects.
2. Annual Fee Adjustment. Fee amounts shall be adjusted annually by the Planning Director in accordance with the year over year increase or decrease in the California Construction Cost Index (CCCI) as measured from December to December. The first adjustment shall be made on January 1, 2023 and thereafter on January 1.
3. Time of Payment. All in-lieu fees shall be calculated and paid at issuance of the building permit for the project.
4. Use of Excel-Based Fee Calculator. For uses where a fee is not prescribed, the Town will utilize an Excel-Based Fee Calculator that will calculate a fee based on the net new gross building (floor) area (GBA) area relative to the jobs associated with the use. The Calculator contains a table of the affordability gap by income group calculated by the Excel model prepared by Strategic Economics.

SAN ANSELMO PLANNING COMMISSION
RESOLUTION NO. 2023-08

RESOLUTION OF THE PLANNING COMMISISON OF THE TOWN OF SAN ANSELMO RECOMMENDING TOWN COUNCIL ADOPTION OF AN ORDINANCE AMENDMENT ADDING CHAPTER 21 "AFFORDABLE HOUSING" TO TITLE 10 "PLANNING AND ZONING" OF THE SAN ANSELMO MUNICPAL CODE

WHEREAS, all communities in the State of California, including the Town of San Anselmo, face a housing crisis that includes the lack of access to affordable housing, which has a direct negative impact on the public health, safety, and welfare of the residents of San Anselmo; and

WHEREAS, inclusionary housing policies, and related affordable housing in-lieu and non-residential/commercial linkage fees, are tools that help jurisdictions increase the supply of affordable housing units; and

WHEREAS, the provision of safe and stable housing for households at all income levels is in the public interest; and

WHEREAS, California Government Code section 65580 provides that the availability of housing is of vital Statewide importance and that local governments have a responsibility to use their powers to facilitate the development of housing and make adequate provision for the housing needs of all economic segments of the community; and

WHEREAS, the Town of San Anselmo was awarded funding pursuant to a State Grant established by California Senate Bill 2 (SB 2) for actions to increase housing, and a portion of this money was utilized in collaboration with other Marin jurisdictions to formulate inclusionary housing policies and supporting fee studies; and

WHEREAS, all California jurisdictions receive a target number of homes for which they must plan at various income levels called the Regional Housing Needs Allocation (RHNA) and the RHNA number for the Town of San Anselmo's 2023-2031 Housing Element cycle has increased to 833 units up from the previous 106 units; and

WHEREAS, the adoption of inclusionary housing policies is critical for the Town in reaching its RHNA housing requirements for very low, low, and moderate income households; and

WHEREAS, the proposed Ordinance Amendment adds Chapter 21 "Affordable Housing" to Title 10 "Planning and Zoning" of the San Anselmo Municipal Code, which would provide for inclusionary housing requirements, establish an affordable housing fund, and authorize affordable housing in-lieu fees and non-residential/commercial linkage fees "(Ordinance Amendment"); and

WHEREAS, using the SB 2 funding, the Town of San Anselmo collaborated with several Marin jurisdictions lead by Strategic Economics, Inc. and Vernazza Wolf Associates (Consultants) on the development of a common inclusionary housing policy; and

WHEREAS, Consultants completed an In-Lieu Housing Fee Study and a Non-Residential/Commercial Linkage Fee Study (Fee Study Reports), which studies support the adoption of said fees; and

WHEREAS, Consultants used appropriate, best-practices methodology to determine the maximum amount of said fees to mitigate the burdens created by residential and non-residential/commercial development, and demonstrate that there is a reasonable relationship between the need for affordable housing and the impacts of the development described in the Fee Study Reports for which the corresponding fee is charged, and that there is also a reasonable relationship between the fee's use and the type of development for which the fee is charged; and

WHEREAS, the Fee Study Reports include an economic feasibility analysis that determined the fees as recommended would be feasible; and

WHEREAS, in compliance with Assembly Bill 602 (AB 602), Government Code section 66000, to ensure that the fractionable affordable housing in-lieu fee and non-residential commercial linkage fee recommended herein does not exceed the actual affordable housing impacts attributable to the development projects on which the fee is imposed, the Town Council will consider the Fee Study Reports; and

WHEREAS, based on the findings above, the Town desires to further the public health, safety, and welfare by requiring residential and non-residential/commercial projects in the Town to mitigate their impact on the need for affordable housing in San Anselmo; and

WHEREAS, the Planning Commission is responsible for providing recommendations to the Town Council for proposed amendments to the Town's Zoning Code pursuant to Government Code section 65853 *et seq.*; and

WHEREAS, the Ordinance Amendment is exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15061(b)(3) because it can be seen with certainty that there is no possibility that the Amendment will have a significant effect on the environment; the Amendment will make no changes to land uses, development intensities, or the rate at which development is expected to occur, and is therefore will have no significant environmental effect; and

WHEREAS, the adoption of the proposed Ordinance Amendment is consistent with the Town's current and draft Housing Element, both of which contain policies to adopt inclusionary housing policies and related fees to be deposited into an affordable housing fund; and

WHEREAS, the Planning Commission held a duly noticed public hearing on May 15, 2023 to consider recommendation of said Amendments to the Town Municipal Code; and

NOW, THEREFORE, BE IT RESOLVED that:

1. The above recitals are true and correct and incorporated as findings herein.
2. The Planning Commission of the Town of San Anselmo does hereby recommend that the Town Council adopt the proposed Ordinance as set forth in **Exhibit "A"** attached hereto.

RESOLUTION PASSED AND ADOPTED, at the regular meeting of the San Anselmo Planning Commission on the 15th day of May, 2023 by the following vote:

AYES:	Koblick de Leon, Smith, Heiman, Asselstine, Chair Tunny
NOES:	None
ABSTAIN:	None
ABSENT:	Pipkin and Strauss
RECUSED:	None

Heidi Scoble, AICP
Secretary to the Planning Commission

EXHIBIT "A"

SECTION 1: Environmental Review. The Ordinance Amendment is exempt from the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines section 15061(b)(3) because it can be seen with certainty that there is no possibility that the Amendment will have a significant effect on the environment. The Amendment will make no changes to land uses, development intensities, or the rate at which development is expected to occur and is therefore will have no significant environmental effect.

SECTION 2: The above recitals are true and correct and are incorporated as findings herein.

SECTION 3: Ordinance Amendment. Chapter 21 "Affordable Housing" is hereby added to Title 10 "Planning and Zoning" of the San Anselmo Municipal Code as follows:

10-21-010 Purpose and Intent.

a. The purpose of this Chapter is to ensure that new residential and non-residential development projects contribute to the availability and attainment of decent, affordable housing to a broad range of households with varying income levels throughout the Town of San Anselmo.
b. These requirements implement the Town's Housing Element by assisting in meeting the Town's Regional Housing Needs obligations, providing funding to facilitate affordable housing development, and affirmatively furthering fair housing by ensuring that affordable housing is constructed in all parts of the Town.
c. The Town Council desires to provide and maintain affordable housing opportunities through an affordable housing in-lieu fee, the funds of which will be deposited into the Affordable Housing Fund to be used in the development of affordable housing and related programs in the Town. The non-residential/commercial linkage fee requirements will assist in alleviating the impacts of the demand for new affordable housing created by new non-residential development.

10-21-020 Definitions. For the purposes of this Chapter, the following definitions apply:

a. "Affordable housing fund" means the fund established pursuant to Section 10-21.050 of this Chapter.
b. "Affordable housing unit" means a dwelling unit that shall be offered at an affordable rent or affordable ownership cost to very low-, low- or moderate-income households.
c. "Common ownership or control" means property owned or controlled by the same person, persons, or entity, or by separate entities in which any shareholder, partner, member, or family member of an investor of the entity owns ten percent or more of the interest in the property.
d. "Housing in-lieu fee" means the applicable fee established pursuant to Section 10-21.060 of this Chapter.

e. "Low income households" or "low income" means households with incomes no greater than the maximum income for low income households for Marin County as published annually by the California Department of Housing and Community Development (HCD) in California Code of Regulations Title 25, Section 6932 (or successor provision).
f. "Moderate income households" or "moderate income" means households with incomes no greater than the maximum income for moderate income households for Marin County, as published annually by the California Department of Housing and Community Development (HCD) in California Code of Regulations Title 25, Section 6932 (or successor provision).
g. "Non-residential development project" means an application for a planning permit or building permit that includes the new construction of gross square feet of non-residential space or the conversion of a residential use to a non-residential use.
h. "Non-residential/commercial linkage fee" means the applicable fee established pursuant to Section 10-21.060 of this Chapter.
i. "Rental unit" means a dwelling unit that is intended to be offered for rent or lease and that cannot be sold individually in conformance with the Subdivision Map Act.
j. "Residential development project" means a project at one location to create one or more additional dwelling units, convert nonresidential uses to dwelling units, subdivide a parcel to create one or more separately transferrable parcels intended for residential development, or implement a condominium conversion, including development constructed at one time and in phases. "One location" shall include all adjacent parcels of land under common ownership or control with contiguous property lines at any point, or the property lines of which are separated by a public or private street, road, or public or private right-of-way.
k. "Very low income households" or "very low income" means households with incomes no greater than the maximum income for very low-income households for Marin County, as published annually by the California Department of Housing and Community Development (HCD) in California Code of Regulations Title 25, Section 6932 (or successor provision).

10-21-030 Affordable Housing Requirements.
a. Residential Development Projects – General Requirements. Any new residential development project shall be developed to provide affordable housing units to very low, low, moderate, and above moderate income households in accordance with the provisions of this Chapter and applicable Town policies.
b. Affordable Housing Units—Percentage Required, In-Lieu Fees, Target Incomes. Residential development projects shall provide affordable housing units and/or pay housing in-lieu fees in accordance with the policies and procedures specified in the Affordable Housing Requirements and Program Regulations, as adopted and amended from time to time by Town Council Resolution.
c. Exemptions. The requirements of this Chapter do not apply to:
    1. Projects where a building permit application has been accepted as complete by the Town prior to the effective date of this Chapter; provided however that any extension or modification of such a permit shall not be exempt.
    2. Any structure proposed to repair or replace a building that was damaged or destroyed by fire or other calamity so long as the total number of units, square footage, and land use of the building remains the same and construction of the replacement building

begins within one (1) year of the damage's occurrence.

3. Single-family structure.
4. Any Accessory Dwelling Unit or Junior Accessory Dwelling unit approved by the Town.
5. Any residential development project exempted by State law as may be amended from time to time.

d. Density Bonus. An applicant may submit a separate application for a housing density bonus pursuant to applicable State law and San Anselmo Municipal Code Title 10, Chapter 11 "Density Bonus", if eligible.

e. Enforcement.

1. The Town Attorney is authorized to abate violations and to enforce the provisions of this Chapter and all implementing regulations and resale controls placed on affordable housing units, by civil action, injunctive relief, and/or any other proceeding permitted by law including without limitation foreclosure.

2. It shall be unlawful, a public nuisance, and a misdemeanor for any person/entity to sell or rent an affordable unit at a price or rent exceeding the maximum allowed under this Chapter and implementing regulations, or to a household not qualified hereunder, and such person/entity shall be subject to a fine of five hundred dollars ($500) per month plus restitution of the amount charged that exceeded the maximum allowed under this Chapter from the date of original noncompliance until the affordable unit is in compliance with this Chapter and implementing regulations. Fine monies collected that exceed the cost of enforcement shall be deposited into the Affordable Housing Fund.

3. The remedies provided herein nonexclusive and cumulative and shall not preclude the Town from any other remedy or relief to which it is entitled under law or equity.

10-21-040 Administration. The Town Council shall adopt and may amend from time to time by Resolution, implementing Affordable Housing Requirements and Program Regulations consistent with the provisions of this Chapter and the Housing Element for the purpose of carrying out the administration of this Chapter. A copy of the Affordable Housing Requirements and Program Regulations shall be on file with the Town Clerk's Office and made available for public examination and posted on the Town's website. The Affordable Housing Requirements and Program Regulations shall set forth affordable housing requirements, affordable housing in-lieu fee requirements, and non-residential/commercial fee requirements. The Planning Director or designee is responsible for administering this Chapter. As part of this administration, the Director may perform the following tasks including, but not limited to: interpret the provisions of this Chapter and the Affordable Housing Requirements and Program Regulation and establish operational and procedural requirements such as tenant eligibility, application processes, waitlist management, and income verification requirements.

10-21-050 Affordable Housing Fund. An Affordable Housing Fund is established to receive all housing impact and other applicable fees and funds.

a. All applicable affordable housing in-lieu fees and non-residential/commercial linkage fees collected shall be deposited into the Affordable Housing Fund. The monies deposited in the Affordable Housing Fund, with any interest earned, shall be used solely to increase and improve the supply of housing affordable to moderate, low, and very low income households, consistent

with the goals and policies contained in the Town's Housing Element and affordable housing requirements and policies.

b. The Affordable Housing Fund shall be administered by the Planning Director who may develop procedures to implement said fund consistent with the requirements of this Chapter and subject to any adopted budget of the Town and generally acceptable accounting and procurement processes.

10-21-060 Affordable Housing In-Lieu Fees and Non-Residential/Commercial Linkage Fees.

a. Affordable housing in-lieu fees and non-residential/commercial linkage fees (fees) are hereby established for residential development projects and non-residential/commercial development projects. The amount of said fees shall be established by Town Council Resolution, as may be amended from time to time. The amount of fees shall not exceed the cost of mitigating the impact residential or non-residential/commercial development projects on the need for affordable housing in the Town of San Anselmo.

b. All such fees shall be deposited in the Affordable Housing Fund described in Section 10-21-040 herein.

c. Payment of fees shall be due at the issuance of the building permit for the project. Fees shall be calculated based on the fee schedule in effect at the time the building permit is issued, unless State law specifies that the Town must use a fee schedule in effect at an earlier date.

SECTION 5: Severability. The Town Council hereby declares every section, paragraph, sentence, clause, and phrase is severable. If any section, paragraph, sentence, clause or phrase of these ordinance amendments are for any reason found to be invalid or unconstitutional, such invalidity, or unconstitutionality shall not affect the validity or constitutionality of the remaining sections, paragraphs, sentences, clauses or phrases.

SECTION 6: Effective Date. This Ordinance Amendment shall go into effect thirty (30) days from its adoption. Prior to the expiration of fifteen (15) days of adoption, this Ordinance Amendment or a summary thereof pursuant to Government Code section 36933, shall be published at least once in a newspaper of general circulation, along with the names of the members of the Town Council voting for and against its adoption.

INTRODUCED AND ADOPTED AT A PUBLIC HEARING at a regular meeting of the San Anselmo Town Council on _____ by the following vote:

AYES:
NOES:
ABSTAIN:
ABSENT:
RECUSED:

APPROVED:_____
Steve Burdo, Mayor

ATTEST:_____
Serge Avila, Town Clerk

STRATEGICECONOMICS

MEMORANDUM

To: Heidi Scoble, Town of San Anselmo

From: Strategic Economics and Vernazza Wolfe Associates

Date: February 10, 2023

Project: Marin Inclusionary Study

Subject: Inclusionary Program and In-Lieu Fee Study for San Anselmo

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Purpose and Background

The County of Marin, Town of San Anselmo, and five other jurisdictions within Marin County are collaborating on a regional effort to implement or update existing affordable housing policy tools, namely inclusionary zoning and commercial linkage fees. Some of the jurisdictions currently have inclusionary zoning and/or commercial linkage fee programs they intend to review and update as necessary, while others are establishing new programs. Together, the seven jurisdictions have retained Strategic Economics and Vernazza Wolfe Associates (the Consultant Team) to study and offer recommendations for both these policies.

This memo report provides an assessment of the existing inclusionary housing programs, summarizes best practices for setting inclusionary housing requirements, including on-site affordable units and fees in-lieu of providing affordable units on-site. The report provides an updated calculation of in-lieu fees for all the jurisdictions participating in this study. The maximum in-lieu fees were calculated for three different housing product types – single-family subdivisions, townhomes/condominiums, and rental apartments.

This report also includes an analysis of key policy considerations and recommendations to guide San Anselmo's decision-makers on potential changes to the inclusionary housing requirements and associated in-lieu fees.

The memo is organized into the following sections:

I. Analysis of Existing Inclusionary Policies
II. Best Practices for Inclusionary Policies
III. Affordability Gap/In-lieu Fee Calculation
IV. Policy Considerations and Recommendations

I. Analysis of Existing Inclusionary Policies

Some of the communities in Marin County have a relatively long history with inclusionary zoning. Of the seven jurisdictions participating in this study, five already have inclusionary policies, some of which have existed in some form since the 1980s. Sausalito adopted its policy in 2019, while the communities of San Anselmo and Fairfax have not yet adopted a policy. Concurrent to the preparation of this memo, San Rafael adopted a significantly modified inclusionary policy; both the current policy and the newly adopted versions are shown in Figures 1 and 2.

Inclusionary programs typically have a specific onsite requirement to designate a portion of the project for affordable units (see Figure 1 for a comparison of onsite requirements for the seven jurisdictions) as well as alternative means of compliance with the policy, such as the payment of in-lieu fees or land dedication (Figure 2). Below are some key observations of the policy elements across the jurisdictions:

- **All jurisdictions apply an inclusionary requirement to both rental and for-sale projects.** Fairfax and San Anselmo do not have existing inclusionary housing ordinances.
- **The policies for rental projects tend to target lower income households (very low- and low-income households) while the policies for for-sale projects tend to target a combination of low- and moderate-income households.** Exceptions to this include Corte Madera and San Rafael, which have identical affordability targets for both rental and for-sale projects, and Unincorporated Marin County, which has unusually low-income targets: 60 percent of area median income (AMI) for for-sale and 50 percent of AMI for rental developments.
- **The percentage affordable requirement ranges from ten percent to 25 percent**. Some jurisdictions require smaller percentages for smaller projects: Larkspur has a lower requirement for projects less than twenty units in size, while both San Rafael's current and newly adopted policies include a modified requirement for larger projects. Sausalito requires a higher percentage (with deeper affordability) for projects in commercial districts.
- **The inclusionary policies generally have a relatively low unit threshold**. The unit thresholds (minimum number of units in a project for the policy to be applicable) range from 1 or more units in Corte Madera to 5 or more units in Larkspur. The relatively low unit thresholds reflect the smaller multifamily and subdivision developments characteristic of Marin.
- **San Rafael recently modified its policy by relaxing the onsite inclusionary requirement, adding flexibility, and shifting the targeted income groups slightly higher**.
- **The jurisdictions take a mix of approaches to alternative means of compliance, but, overall, the alternatives are structured to encourage developers to build units onsite**. Jurisdictions either disallow the payment of in-lieu fees in all circumstances (Sausalito), or disallow them in some circumstances (Corte Madera, Larkspur, San Rafael), or allow the payment of in-lieu fees on fractional units (Larkspur, Unincorporated Marin County). Land dedication or the provision of offsite units is generally allowed under special circumstances.

FIGURE 1: ONSITE INCLUSIONARY REQUIREMENTS BY JURISDICTION

	Percentage Affordable by Project Size	Minimum Size Threshold	Affordability Target	
			Rental	For-Sale
Corte Madera	All projects: 25%	1 unit	5% Very Low-Income; 10% Low-Income; 10% Moderate-Income	
Sausalito				
Commercial Districts	1-5 units: 1 unit; 6+ units: 20%	1 unit	Low-income	Moderate-income
Other Areas	15%	4 units	Moderate-income	
Larkspur	5-19 units: 15% 20+ units: 20%	5 units	50% Very Low-Income; 50% Low-Income	50% Low-Income; 50% Moderate-Income
Unincorporated Marin County	2+ units or lots: 20%	2 units or lots	Very Low-Income (50% AMI)	Low-Income (60% AMI)
San Rafael				
Current Policy	2-10 units: 10% 11-20 units: 15% 21+ units: 20%	2 units	50% Very Low-Income; 50% Low-Income	50% Low-Income; 50% Moderate-Income
New Policy (Approved by City Council 2/21/2021)				
Primary Requirement	2-15 units: 10% 16+ units: 5%	2 units	Low-Income	
Secondary Requirement (in addition to the primary requirement for 16+ unit projects)	16+ units: Additional 5% or 10%	16 units	5% additional set-aside: Low-Income; 10% additional set-aside: Moderate-Income	
Fairfax			No Policy	
San Anselmo			No Policy	

Source: Staff from Jurisdictions, 2020; Strategic Economics, 2021.

FIGURE 2: INCLUSIONARY REQUIREMENT ALTERNATIVE MEANS OF COMPLIANCE BY JURISDICTION

	Alternative Means of Compliance
Corte Madera	1-9 unit projects can pay in lieu fee. 10+ unit projects must incorporate units on-site.
Sausalito	
Commercial Districts	Applicants can propose land dedication or off-site units if on-site units are not possible, though there is no in-lieu fee option.
Other Areas	Applicants can propose land dedication or off-site units if on-site units are not possible, though there is no in-lieu fee option.
Larkspur	Land donation, transfer of inclusionary credits, second dwelling units; In-lieu fee available for 5-14 unit projects and for fractional units (Rental: $213,267, For-Sale: $338,126).
Unincorporated Marin County	2+ unit projects and subdivisions: In-lieu fee available for fractional units ($329,485 per unit).
San Rafael	
Former Policy	In-lieu fee for fractional units ($343,969 per unit).
New Policy (Approved by City Council 2/21/2021)	
Primary Requirement	None (must be on-site)
Secondary Requirement	In-lieu fee, off-site units located within 1/2 mile of project, or land donation.
Fairfax	No Policy
San Anselmo	No Policy

EFFECTIVENESS OF INCLUSIONARY POLICIES

The Consultant Team surveyed the five participating jurisdictions that currently have policies, including questions about the units produced by their policy, the means of production, and fee revenues collected. The Team also held meetings with market-rate developers, affordable housing providers, and other stakeholders (see Appendix A) to gain their perspective regarding the policies.

To summarize the results of the inclusionary policies, the Consultant Team summarized the number of units produced and the revenues generated from 2016 to 2020, shown in Figure 3. To provide more context on housing product, a summary of allocated and permitted units in the 2015-2023 Regional Housing Needs Assessment (RHNA) cycle is shown in Figure 4. The effectiveness of the inclusionary policies as a tool for affordable housing production is discussed below.

The jurisdictions in this study produced 58 affordable units through their inclusionary programs over a five-year period. In the last five years, the five jurisdictions with inclusionary policies produced a total of 41 affordable rental units, 17 affordable for-sale units, and approximately $4 million for affordable housing development. San Rafael constituted most of the activity, with all 41 rental units produced there, 13 for-sale units produced, and $3.6 million generated from a single development, the 81-unit Village at Loch Lomond Marina project.[1]

Inclusionary programs accounted for about 14 percent of affordable housing production in the seven participating jurisdictions. According to the RHNA progress report shown in Figure 4, the participating jurisdictions permitted a total 414 affordable units and 700 market-rate units from 2015 to 2020. This indicates that the majority of below-market rate housing development has been implemented through 100 percent affordable projects. The jurisdictions are on track to meet their market-rate (over 120% AMI) and low-income (80% AMI) housing allocations. However, they are less likely to meet the target for producing very-low income (50% AMI) and moderate-income (120%) units.

The inclusionary programs have not resulted in significant production of new affordable units in part because of the complexity of residential development in the county. Residential developers participating in this study cited many factors contributing to the complexity of housing development in Marin, including long and unpredictable approvals processes, opposition from some community members, lack of available sites, especially those that are zoned for multi-family housing, high land and construction costs, and inadequate or expensive infrastructure.

Inclusionary requirements can be a secondary factor impacting the viability of new development in Marin, mainly in instances where the requirement is poorly matched to market conditions. Market rate developers participating this study believed that new development projects can support inclusionary requirements for lower income households. However, some noted that the percentage requirement had been increased over time in many cities, without consideration of the relative market strengths of different locations in the county. For example, some jurisdictions have targeted very low-income households for for-sale projects, which requires a deeper subsidy than low- and moderate-income households.

The conversion of off-site units as an alternative means of compliance with the inclusionary requirement can fall short of the communities' goals for affordable housing. Allowing developers to convert existing units to deed-restricted affordable units can be problematic. First, unlike the

[1] The $3.6 million generated from the Loch Lomond Marina project were not from in-lieu fees but rather a "buyout" of a portion of the BMR requirement.

construction of new units, the conversion of existing units fails to expand the overall supply of housing in the county, trading a market rate unit for one below market rate unit rather than expanding the overall supply. Second, converted units are often of lower quality than new units, and may come with hidden costs, such as additional maintenance costs.

In Marin County, the current inclusionary requirement appears to encourage developers to reduce the scale of projects to allow for the payment of in-lieu fees rather than providing on-site units. The County's policy targets very low-income households: 50 percent of Area Median Income for rental developments and 60 percent for for-sale. These income targets are lower than other jurisdictions in the Bay Area. Projects with two units or more must provide units onsite, with the payment of in-lieu fees allowed only on fractional units. According to County staff, some development projects have reduced the scale of their projects to enable the payment of in-lieu fees rather than providing units on-site.

The variation in inclusionary requirements from jurisdiction to jurisdiction can create confusion and unnecessary complexity for developers. Because each jurisdiction in Marin County has set its inclusionary requirements in an uncoordinated way, the finer details of the many different policies can be difficult for developers to navigate. A more standardized approach that is closely tied to market conditions, rather than jurisdictional boundaries, would help to rationalize the process for developers.

FIGURE 3: AFFORDABLE UNITS PRODUCED AND FEE REVENUES COLLECTED, BY JURISDICTION, 2016-2020.

Jurisdiction	Rental Units	For-sale Units	Fee Revenues
Corte Madera	0	3	$379,478
Fairfax [a]	n/a	n/a	n/a
Larkspur	0	0	0
Unincorporated Marin County	0	1 [d]	$213,603
San Anselmo [b]	n/a	n/a	n/a
San Rafael	41	13	$3,600,000 [e]
Sausalito [c]	0	0	0
Total	**41**	**17**	**$4,193,081**

[a] Fairfax does not currently have an inclusionary program.
[b] San Anselmo does not currently have an inclusionary program.
[c] Sausalito adopted an inclusionary program in 2019.
[d] Produced through a shared agreement with Mill Valley.
[e] Revenues collected from a buy-out of six Below Market Rate units.
Source: Reported by each jurisdiction, 2016-2020.

FIGURE 4. RHNA FIFTH CYCLE ALLOCATION AND PERMITTED UNITS BY AFFORDABILITY LEVEL ACROSS JURISDICTIONS, AS OF 2020

	Corte Madera	Fairfax	Larkspur	San Anselmo	San Rafael	Sausalito	Unincorporated Marin County	Total
Very Low Income (50% AMI)								
RHNA	22	16	40	33	240	26	55	432
Permitted Units	16	13	6	15	5	12	26	93
% Complete	73%	81%	15%	45%	2%	46%	47%	22%
Low Income (80% AMI)								
RHNA	13	11	20	17	148	14	32	255
Permitted Units	13	60	11	21	79	20	27	231
% Complete	100%	545%	55%	124%	53%	143%	84%	91%
Moderate Income (120% AMI)								
RHNA	13	11	21	19	181	16	37	298
Permitted Units	8	4	9	23	12	6	28	90
% Complete	62%	36%	43%	121%	7%	38%	76%	30%
Market-Rate (>120% AMI)								
RHNA	24	23	51	37	438	23	61	657
Permitted Units	179	10	90	39	201	7	174	700
% Complete	746%	43%	176%	105%	46%	30%	285%	107%
Permitted Units Summary								
Total Affordable Units (<120% AMI)	37	77	26	59	96	38	81	414
Total Market Rate Units (>120% AMI)	179	10	90	39	201	7	174	700
Affordable Units as Share of Total	17%	89%	22%	60%	32%	84%	32%	37%

Source: HCD, 2020; Strategic Economics, 2021.

II. Best Practices for Inclusionary Policies

This section provides a discussion of key policy issues for jurisdictions to consider as they introduce a new inclusionary program or modify an existing program, and provides recommendations based on best practices. To identify best practices, the Consultant Team reviewed reports from the UC Berkeley Terner Center for Housing Innovation, Grounded Solutions Network, and the Lincoln Institute of Land Policy. To guide the recommendations for best practices, the Consultant Team first designated market area zones. Following that, the policy elements discussed in this section include:

- Considering market factors when setting inclusionary requirements
- The income groups targeted in inclusionary requirements
- The minimum applicable development size
- Setting in-lieu fees as an alternative to on-site or off-site units, and
- Other alternative means of compliance.

MARKET CONDITIONS

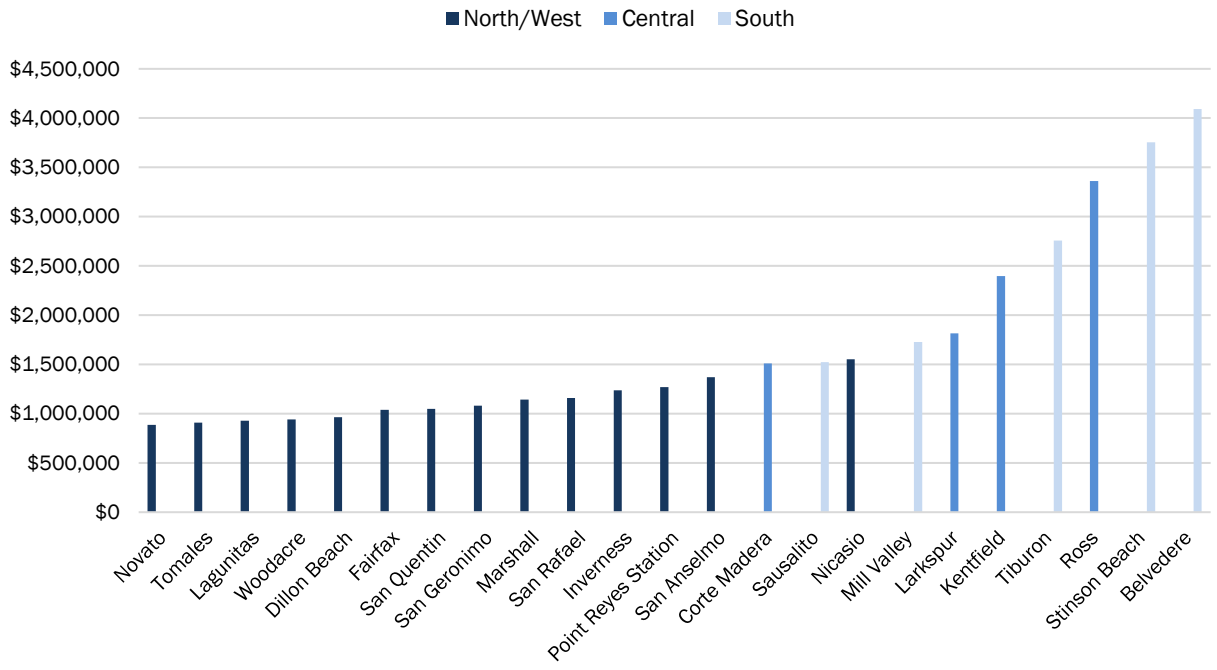
It is important to consider market conditions when setting an inclusionary housing requirement to ensure that the policy can be tailored to the unique context of each jurisdiction, and that the policy does not constrain the development of new housing. Jurisdictions that have stronger housing markets can establish higher inclusionary requirements than those with less established or weaker markets.

Based on Zillow home sale data and interviews with residential developers with experience working in Marin County (see Appendix A), the Consultant Team identified three market areas for for-sale housing across the participating jurisdictions in the County. Figures 5 and 6 show Zillow home value indices for both overall home sales and condominium sales.

As shown in Figure 5 , home values are highest in South Marin, which offer the best access to San Francisco via the Golden Gate Bridge and ferries. Home values are slightly lower in Central Marin, and drop in North/ West Marin areas, which are comparatively less accessible.

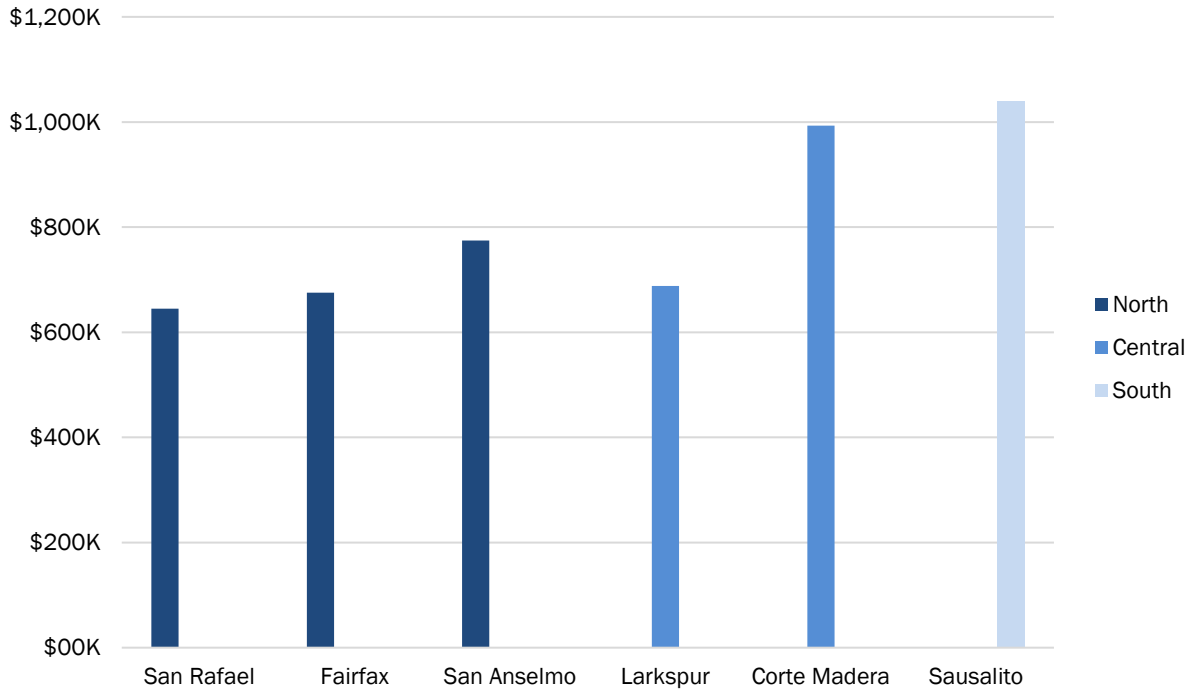
The market for rental housing is different from for-sale housing in Marin County. The rental housing market is strongest in the more urbanized areas that offer access to transportation infrastructure, jobs, and amenities. Most of the recent market-rate rental development activity has occurred in urban San Rafael. Tam Ridge is another significant rental project which was completed in Corte Madera in 2017.

FIGURE 5: ZILLOW HOME VALUE INDEX FOR MARIN COMMUNITIES



Source: Zillow, 2020; Strategic Economics, 2021.

FIGURE 6: ZILLOW HOME VALUE INDEX FOR CONDO/COOPS IN MARIN COMMUNITIES



Source: Zillow, 2020; Strategic Economics, 2021.

PERCENTAGE REQUIREMENTS

Figure 7 and Figure 8 illustrate the income targets and percentage requirements for the jurisdictions that currently have inclusionary programs. Figure 7 plots the current onsite requirements for rental units, with the percent set-aside on the x-axis and average Area Median Income[2] targeted by the policy on the y-axis. Figure 8 shows the same information for for-sale units. Policies that appear toward the lower right of the plots have a higher percentage requirement and deeper affordability, while those toward the upper left have a relatively lower percentage requirement and less affordability.

Five of the seven participating jurisdictions already have inclusionary policies in place requiring affordable units onsite. The percentage of units varies by jurisdiction, ranging from 10 percent (San Rafael) to 25 percent (Corte Madera). Most of the jurisdictions have similar percentage requirements for for-sale and rental development, but the income targeted is typically lower for rental than for for-sale housing.

The percentage of affordable housing required in a project should be set at an economically feasible level so that the inclusionary requirement does not create an impediment to housing development.[3] According to market-rate housing developers, the market context for inclusionary requirements is particularly important in Marin. Development projects in the southern and central portions of the county, such as Corte Madera, Larkspur, Sausalito and parts of Unincorporated Marin, can more feasibly accommodate a higher percentage of inclusionary and/or a deeper level of affordability, compared to communities located in northern and western portions of the county.

Setting a high inclusionary requirement could be prohibitive for new rental projects in Marin County. San Rafael recently relaxed its inclusionary requirement to encourage new development, despite being the most active rental market in the county. Because rental developments tend to serve a lower income market segment than for-sale developments, the inclusionary requirement for rentals is sometimes slightly lower than that for for-sale developments. Local jurisdictions can make up that gap by providing zoning incentives to reduce development costs for rental projects.

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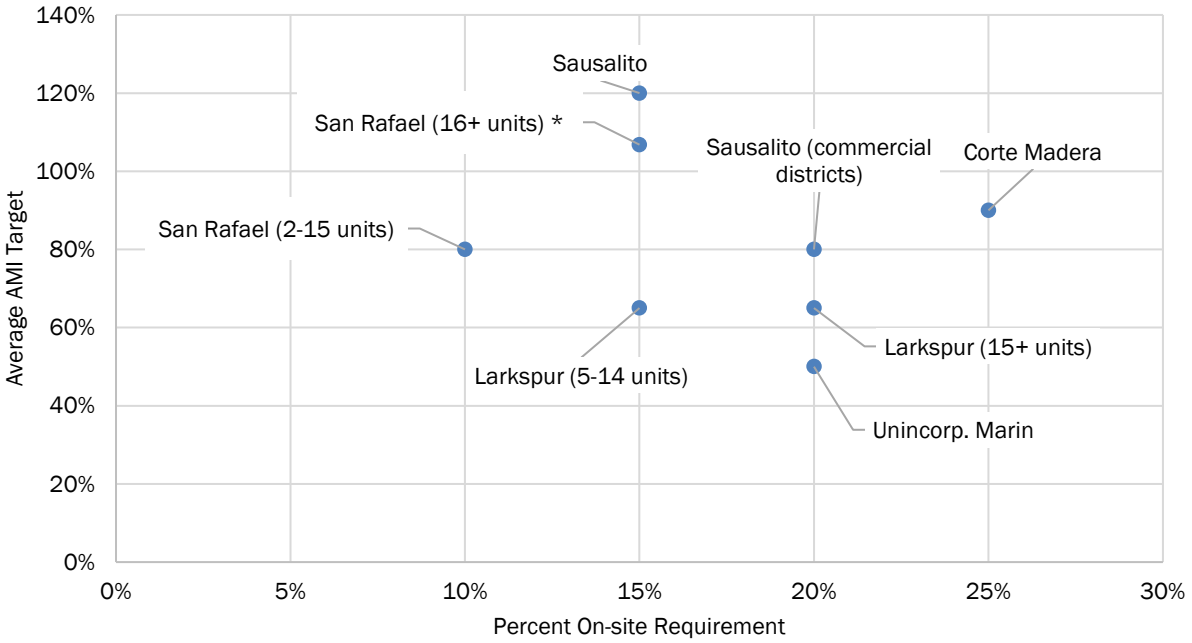
[2] For example, San Rafael requires at least 50 percent of its BMR units to be targeted to very low-income households (maximum income: 50 percent of AMI) and the remainder to be targeted to low-income households (maximum income: 80 percent of AMI). Therefore, the average AMI target for San Rafael is .50*.50 + .50*.80 = 65 percent of AMI.

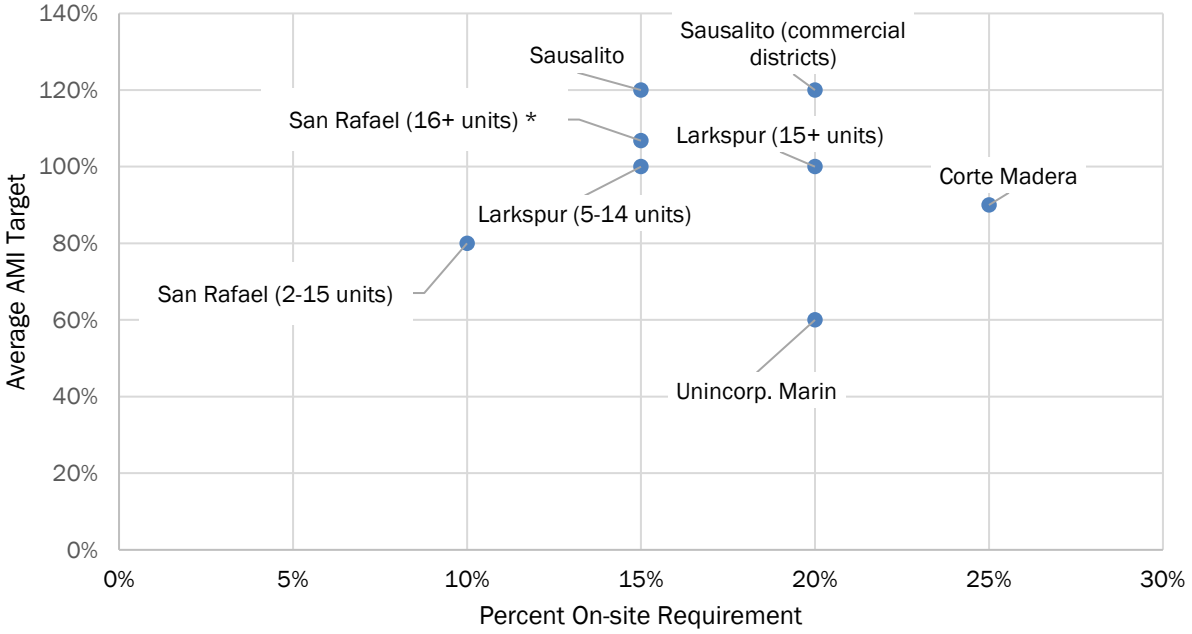
[3] AB1505, also known as the "Palmer Fix" permits California Department of Housing and Community Development (HCD) to review inclusionary zoning ordinances adopted or amended after September 15, 2017 if it requires more than 15% of the units to be affordable to lower income households and if the locality has failed to meet 75% of its share of the above moderate RHNA. HCD can request localities to provide an "economic feasibility study" to demonstrate that the higher inclusionary requirement will not impede development activity.

FIGURE 7: AVERAGE AMI TARGETS AND PERCENT ONSITE REQUIREMENT FOR RENTAL DEVELOPMENTS



* Assumes the developer selects the 10% / moderate-income option for the secondary requirement.
Source: Participating jurisdictions, 2020; Strategic Economics, 2021.

FIGURE 8: AVERAGE AMI TARGETS AND PERCENT SET-ASIDE FOR FOR-SALE DEVELOPMENTS



* Assumes the developer selects the 10% / moderate-income option for the secondary requirement.
Source: Participating jurisdictions, 2020; Strategic Economics, 2021.

INCOME TARGETS

There is a wide range in the income targets for inclusionary programs among the participating jurisdictions, as shown in Figures 7 and 8. It is common practice for jurisdictions to target lower-income households for renter housing than for ownership housing. This is because it is generally easier for low- and moderate-income households to meet typical lending requirements.

Larkspur, Sausalito, and Unincorporated Marin County target lower-income households for rental units compared to for-sale units. San Rafael and Corte Madera target moderate-income for both rental and for-sale housing.

RENTAL

The income targets for rental units among the jurisdictions vary widely (Figure 7). Unincorporated Marin targets very low-income households, while Larkspur targets a mix of very low- and low-income households. The other jurisdictions have higher income targets overall, including targeting to some moderate-income households.

Currently, the most active rental market in Marin is San Rafael, which, of the jurisdictions in this study, produced the only affordable rental units in the last five years (Figure 3). These units were produced under the city's previous policy, which targeted low- and very low-income households. San Rafael has relaxed this requirement with its new ordinance, which is designed to further promote new development. Among other changes, the new ordinance eliminates targeting for very low-income households.

FOR-SALE

In comparison to rentals, the income targets for for-sale development are overall more uniform across jurisdictions. The targeted income groups tend to consist of a mix of low- and moderate-income households.

The exception to this pattern is Unincorporated Marin County, which requires a significantly deeper level of affordability (60 percent of AMI) on for-sale projects. This policy can pose a challenge in two ways. First, it can make the County uncompetitive for development with its neighbors. Further, the lower-then-average income targets in Marin County's policy was identified by developers as being a financial burden on projects such that many do not pencil. As mentioned in Section I, County staff reports that developers tend to reduce the size of their projects in order to build fewer onsite BMR units than otherwise would have been required, preferring to pay the in-lieu fee on fractional units to the greatest extent possible.

UNIT THRESHOLDS

One important element of an inclusionary policy is the minimum size of development (the threshold number of dwelling units) for which the policy will apply. Because smaller scale projects are often more complex and less efficient than larger projects, many inclusionary programs around the country have exemptions or lower requirements on small projects. According to Grounded Solutions Network, California jurisdictions typically set the minimum threshold for an inclusionary requirement at between

two to five units.[4] This is consistent with the policies of the jurisdictions in this study, where the the minimum threshold ranges between one unit and five units.

Because a significant share of new development projects in Marin County's jurisdictions are quite small, it is it is important that all projects be required to provide affordable units. However, for smaller projects that have more challenging development feasibility, the percentage set-aside required could be lower, or the income group targeted could be set higher. In San Rafael projects with 5 to 15 units have a set-aside requirement of 10 percent, compared to 15 percent for larger projects. Similarly, Larkspur's ordinance requires 15 percent affordable units for projects with less than 15 units, compared to 20 percent for larger projects. San Francisco has a lower percentage requirement on projects between 10 to 24 units of 12 percent, compared to approximately 21 percent for larger projects.

SETTING IN-LIEU FEES

A jurisdiction's approach to setting in-lieu fees should consider a number of factors. The first consideration is to compare the in-lieu fee option with the provision of onsite units – which of these options does the jurisdiction wish to encourage? In many California communities, collecting in-lieu fees and leveraging funding from other sources can allow them to build 100 percent affordable housing projects for extremely-low, very-low, and low-income households. However, this approach requires administrative capacity on behalf of city and county staff, capacity from local affordable housing developers, and access to other funding sources. It can also take a significant amount of time to acquire sites and secure funding to build 100 percent affordable projects.

For many of the above reasons, most of the jurisdictions participating in this study would prefer to incentivize on-site production rather than off-site units. Inclusionary housing is an important tool to promote mixed-income housing and to help correct historical patterns of economic and racial segregation. Setting the in-lieu fee at the maximum level can encourage more developers to provide units onsite. When the in-lieu fee option is available, developers are more likely to pay the fee when constructing high value or luxury units, because the revenue sacrificed from building units onsite is higher. (The potential value of luxury units is high, which means the developer must forgo more revenue for each unit that is designated affordable.)

Another consideration for in-lieu fees is the basis of the fee. Is the fee charged on the basis of dwelling units or square feet of residential area? While communities in Marin generally charge on a per unit basis, charging on the fee on a per-square-foot basis can encourage the development of smaller units, like studios and one-bedrooms. As an example, San Francisco's affordable housing in-lieu fee is charged on a per-square-foot basis.

It is recommended that fees be implemented with a schedule for annual adjustments. As economic factors, such as construction costs, change over time, the affordability gap will also change. Fees should be adjusted based on a regularly published cost index.

Further considerations for setting in-lieu fees on the basis of the affordability gap analysis are examined in Section IV.

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[4] Jacobus, Rick. "Inclusionary Housing: Creating and Maintaining Equitable Communities," Lincoln Institute of Land Policy, 2015.

ALTERNATIVE MEANS OF COMPLIANCE

Because circumstances surrounding each project are different, it is important for an inclusionary program to provide alternative ways of meeting the inclusionary requirement other than with the provision of onsite units. Marin County has successfully used alternative means to produce new affordable units and raise revenue for housing; these alternative means include the provision of offsite units, land dedication, and partnerships with affordable housing developers. The option to construct units offsite is typically met with a higher percentage than what would be required onsite.

Market rate developers stress that flexibility in the inclusionary policy is a key determinant of the production of new housing. For some projects, the dedication of land to a jurisdiction or an affordable developer can result in the construction of a greater number of units for lower income households than the provision of on-site inclusionary units.

As mentioned in Section I, some developers may propose to fulfill an inclusionary requirement, not through the construction of new units offsite, but through the conversion of offsite market rate units to deed-restricted affordable units. However, this approach has some disadvantages. First, it does not result in net new housing units. Second, the off-site unit does not create a mixed-income development project. Finally, the conversion of units can sometimes result in affordable housing units that are of lower quality than new construction. If the off-site provision of units is offered as a means of compliance, it is important for the jurisdiction to ensure that the offsite units are of equivalent quality and within close proximity to the market-rate development project. Other best practices are to require that the value of the off-site contribution is equivalent or greater than the value of the in-lieu fees.

BEST PRACTICES FOR SMALL LOT SUBDIVISIONS

Recent state legislation (AB 1315 [2019-2020]) sets forth rules for small lot subdivisions to encourage affordable housing in areas zoned for multifamily development. The law allows developers to subdivide parcels into smaller lots for the construction of small, individual units with limited parking. For the purposes of applying an inclusionary policy, it is advisable to treat a small lot subdivision as if it were a new construction project of the same number of units.

As there may be a significant period of time between the subdivision and when new construction occurs, jurisdictions should clarify for developers the point in time when the inclusionary policy is applied and, for example, any applicable in-lieu fees are paid. Ordinarily, it is the developer entitling the construction of the residential units, and not the developer performing the land division, who will be responsible for fulfilling whatever inclusionary policy is in effect at that time, and paying any applicable fees.

III. Calculation of In-Lieu Fee

Inclusionary zoning requires that new developments provide affordable housing along with market-rate housing units, either on-site or off-site, or comply with alternative measures such as payment of fees "in-lieu" of providing affordable units. The in-lieu fee is calculated based on the housing affordability gap – the difference between what households at various income levels can pay for housing and the cost of developing market rate housing. If this is for-sale housing, then the gap is based on the difference between annual mortgage costs and affordable monthly housing payments, and for rental housing, it is the difference between market rate rents and affordable rents. Once the total gap is calculated, the actual fee that is adopted depends on financial feasibility of the costs of the fee on prototypical residential developments.

For the purposes of this study, the in-lieu fees were calculated for Marin County and participating jurisdictions for three development types:

- For-sale single-family subdivisions
- For-sale condominium townhomes
- Rental apartments

While the study presents the total affordability gap, the actual fee that is adopted in each jurisdiction depends on policy considerations, which are outlined in Section IV of this report.

METHODOLOGY

The affordability gap is defined as the difference between what very low-, low- and moderate-income households can afford to pay for housing and the cost of developing new housing. Because it measures this shortfall that must be made up by a developer offering Below Market Rate units, the affordability gap is useful for setting in-lieu fees as an alternative to producing units directly through the inclusionary program.

The following steps illustrate the methodology used for calculating the affordability gap:

1. Estimate affordable rents and housing prices for households in target groups.
2. Estimate development costs of building new housing units, based on current cost and market data;
3. Calculate the difference between what renters and homeowners can afford to pay for housing, and the cost of developing those rental and for-sale units

Because California Department of Housing and Community Development (HCD) and the U.S. Department of Housing and Urban Development (HUD) define the ability to pay for housing at the county level, the affordability gap is calculated on the same income categories for the entire county. The calculated in-lieu fees are valid for all of the jurisdictions participating in this study.

RESIDENTIAL PROTOTYPES

The Consultant Team established three housing prototypes that represent the types of development likely to occur in Marin County. The prototypes are informed by recently built and proposed development projects in Marin as well as conversations with developers with experience in Marin County. Example projects that represent the types of development likely to occur in Marin County are

shown in Figures 9 and 10. All five projects are in either San Rafael or Corte Madera, which have attracted most of the recent development activity among the participating jurisdictions.

FIGURE 9. MARIN PROJECTS THAT INFORMED PROTOTYPES 1 AND 2 (FOR-SALE PROTOTYPES)

Project	The Strand	Enclave	350 Merrydale Rd.
Building Type	Detached single-family and townhomes	Townhomes	Townhomes, plus flats
Jurisdiction	San Rafael	Corte Madera	San Rafael
Status	Built in 2015	Built in 2019	Proposed
Units	34 detached, 42 townhomes	16 townhomes	41 townhomes, 4 flats
Site Size (acres)	8.5 (approximate)	1.3	2.28
Units Per Acre	9	12	20
Unit Size Sq. Ft. (Approximate)	Townhome: 1,650-1,900 Sq. Ft; Detached: 1,950-3,300 Sq. Ft.	2,020 Sq. Ft.	Townhome: 1,450-2,100 Sq. Ft.; Flat: 800 Sq. Ft.
Parking	2 car garage per unit plus visitor surface parking	2 car garage per unit plus visitor surface parking	2 car garage per townhome unit; 1 car garage per flat unit; Surface visitor parking.

Source: Costar, 2021; Various marketing materials for, and articles about projects; Interviews with developers; Strategic Economics, 2021.

FIGURE 10. MARIN PROJECTS THAT INFORMED PROTOTYPE 3 (RENTAL PROTOTYPE)

Project	Tam Ridge	703 Third St.
Building Type	Wood-frame apartment flats over podium, plus townhomes	Wood-frame apartment flats over podium, using density bonus, near SMART station
Jurisdiction	Corte Madera	San Rafael
Status	Built in 2017	Proposed
Units	154 flats, 25 townhomes	120 flats
Site Size (acres)	4.5	0.63
Unit Density	40	190
Unit Size Sq. Ft. Range (Approximate)	Flats: 750-1,100 Sq. Ft.; Townhome: 1,300 Sq. Ft.	450-900 Sq. Ft.
Parking	1.6 spaces per unit (tenant parking in podium garage plus visitor surface parking)	1 space per unit in podium (incorporates mechanical lifts)

Source: Costar, 2021; Various marketing materials for, and articles about projects; Interviews with developers; Strategic Economics, 2021.

The prototypes are generally based on developments built recently or proposed. Some communities in Marin typically see much smaller projects and are unlikely to see new projects of this scale. However, the per-unit cost of development is unlikely to be significantly different even for smaller and lower density projects, because the reductions in construction costs would be counterbalanced with the higher cost of land per unit.

The prototypes developed for the analysis are summarized below and further details are shown in Figure 11.

Prototype 1: Single-Family Subdivision

The single-family subdivision prototype has 14 detached for-sale units at a density of seven units per acre, making it typical for a "small-lot" subdivision. The units, which are two stories, are a mix of three and four-bedrooms and average 2,200 square feet.

Prototype 2: Condominium Townhome

The condominium townhome prototype includes 30 attached for-sale units at a density of 15 units per acre. Two-thirds of the units have three bedrooms while one-third have four bedrooms. The units are three stories with tuck-under garages on the ground level, and the average unit size is 1,800 square feet.

Prototype 3: Rental Apartments

The rental apartment prototype is a 100-unit apartment building. It has a density of 50 units per acre and is five stories. The building is a "Five-over-one" construction type, which means the first floor is a "Type I" concrete podium to accommodate parking, with four stories of "Type V" wood-frame construction for the residential area above. Typical of rental projects, the units in this prototype are a mix of studios, one-bedrooms, and two-bedrooms. The average unit size is 800 square feet.

FIGURE 11. SUMMARY OF PROTOTYPES

	Prototype 1: Single-Family Subdivision	Prototype 2: Condominium Townhome	Prototype 3: Rental Apartments
Tenure	For-Sale	For-Sale	Rental
Unit Mix	3, 4 bedrooms	3, 4 bedrooms	Studios, 1, 2 bedrooms
Construction Type	Wood-frame	Wood-frame	Type V over 1
Residential Stories	2	3	5
Number of Units	14	30	100
Parcel Size (Acres)	2	2	2
Parcel Size (Sq. Ft.)	87,120	87,120	87,120
Dwelling Units Per Acre	7	15	50
Unit Mix	7 3-Bedrooms; 7 4-Bedrooms	20 3-Bedrooms; 10 4-Bedrooms	10 Studios; 50 1-Bedrooms; 40 2-Bedrooms
Average Unit Size	2,200	1,800	800
Net Residential Sq. Ft.	30,800	54,000	80,000
Efficiency Ratio (a)	100%	100%	90%
Gross Residential Sq. Ft.	30,800	54,000	88,889
Parking Type	2-car garage plus surface	2-car garage plus surface	Podium
Parking Ratio (Per Unit) (b)	2.50	2.25	1.25
Total Parking Spaces	35	68	125
Garage Parking Sq. Ft. (c)	9,800	21,000	43,750
Floor-Area Ratio (Residential Only)	0.35	0.62	1.02
Floor-Area Ratio (Including Structured Parking)	0.47	0.86	1.52

Source: Strategic Economics, 2021.

Notes:
(a) Sq. Ft. associated with residential units divided by total interior square feet of building, (excludes space associated with parking).
(b) The urban design specifications of these three prototypes, such as their parking ratios, may vary from the building typologies suggested in Opticos' Objective Design and Development Standards study, currently in process. The parking ratios, as well as other metrics displayed here, are market-based, informed by conversation with residential developers familiar with Marin.
(c) Based on "350 sq. ft. per parking space" standard industry assumption, which incorporates circulation.

ESTIMATING AFFORDABLE RENTS AND HOUSING PRICES

Affordable rents and housing prices were identified based on resources from public agencies, such as HUD and HCD, which set income levels and maximum housing costs for federal and state-funded affordable housing programs. The Marin Housing Authority then provided the specific approach for calculating affordable sales prices, which currently vary across jurisdictions because of the different income levels that jurisdictions target as a part of their inclusionary programs.

The Consultant Team identified the affordability targets that would be tested in collaboration with the County of Marin, set at a level typical of existing inclusionary policies among participating jurisdictions. The affordable targets are shown below in Figure 12. Consistent with best practices from other inclusionary housing programs, the affordability gap for both rental and for-sale units was calculated for very low-, low-, and moderate-income households,.[5] In consultation with the client, the Consultant Team identified specific AMI levels to reflect the average incomes of households that these units would serve, with for-sale units typically targeting households with incomes that are slightly higher than rental units within the income categories. The income levels tested for the for-sale prototypes are generally higher than for the rental prototypes because for-sale affordable housing programs tend to serve households at the higher end of the income target ranges.

FIGURE 12. HOUSEHOLD INCOME TARGETS FOR AFFORDABLE UNITS BY TENURE

	For-sale Housing	Rental Housing
Very Low-income	50% AMI	50% AMI
Low-income	70% AMI	65% AMI
Moderate Income	110% AMI	90% AMI

Source: County of Marin; Strategic Economics, 2021.

Figure 13 below shows the maximum affordable monthly rents for rental housing. The household sizes shown are for one, two, and three persons per household, reflecting the typical occupancy of studio, one-bedroom, and two-bedroom units, respectively, in Prototype 3.

Based on HCD guidelines, the affordable rent is calculated as 30 percent of a household's gross monthly income, minus a deduction for utilities. The utility deduction includes costs that are usually passed onto the tenant, such as heating, water heating, cooking, and electricity. Natural gas is assumed for heating and water heating. (Water, sewer, and trash removal costs are typically covered by the property owner and excluded from the utility deduction.)

[5] Households that fall between 30-50% AMI are considered very low-income; households that fall within 50-80% AMI are considered Low-income; households that fall between 80-120% AMI are considered moderate income.

FIGURE 13. MAXIMUM AFFORDABLE RENT ASSUMPTIONS FOR VERY LOW, LOW, AND MODERATE INCOME HOUSEHOLDS

Very Low-income (50%)	Household Size		
	1	2	3
Maximum Annual Household Income	$50,075	$57,250	$64,400
Maximum Monthly Housing Cost (a)	$1,252	$1,431	$1,610
	Unit Type		
	Studio	1-BR	2-BR
Maximum Monthly Housing Cost (a)	$1,252	$1,431	$1,610
Utility Allowance (b)	$43	$52	$71
Maximum Rent	$1,209	$1,379	$1,539

Low-income (65%)	Household Size		
	1	2	3
Maximum Annual Household Income	$65,098	$74,425	$83,720
Maximum Monthly Housing Cost (a)	$1,627	$1,861	$2,093
	Unit Type		
	Studio	1-BR	2-BR
Maximum Monthly Housing Cost (b)	$1,627	$1,861	$2,093
Utility Allowance (c)	$43	$52	$71
Maximum Rent	$1,584	$1,809	$2,022

Moderate Income (90%)	Household Size		
	1	2	3
Maximum Annual Household Income	$90,135	$103,050	$115,920
Maximum Monthly Housing Cost (c)	$2,253	$2,576	$2,898
	Unit Type		
	Studio	1-BR	2-BR
Maximum Monthly Housing Cost (a)	$2,253	$2,576	$2,898
Utility Allowance (b)	$43	$52	$71
Maximum Rent	$2,210	$2,524	$2,827

Sources: Marin Housing Authority, 2020; U.S. Department of Housing and Urban Development, 2020; Strategic Economics, 2020.

Notes:

(a) 30 percent of maximum monthly household income.

(b) The maximum monthly cost for each unit type is associated with households that have one more person than bedroom. (Ex: Maximum costs for studios are associated with affordability for one-person households; One-bedroom costs are associated with 2-person households; Two-bedroom costs are associated with 3-person households).

(c) Utilities for rentals include an allowance for cooking (natural gas), heating (natural gas), water heating (natural gas), and "other electric" utility usage. Assumes water, sewer, and trash charges are included in the rent.

Figures 14 and 15 shows the calculations of affordable sales prices for for-sale housing. The calculations are based on the following assumptions:

- Based on the anticipated households that would occupy the 3- and 4-bedroom units in the two for-sale prototypes (prototypes 1 and 2), it is assumed that, on average, 6-person households

would occupy 4-bedroom units, while an even mix of 4- and 5-person households would occupy 3-bedroom units.

- Based on the Marin Housing Authority's approach for calculating affordable sales prices, homeowners were assumed to pay no more than 33 percent of their gross monthly income on housing costs.
- The maximum affordable sales price is determined by the total monthly mortgage payment that a homeowner could afford, which incorporates standard assumptions related to the mortgage terms and other monthly housing costs associated with homeownership.
    - The mortgage is assumed to be 30-year fixed rate, with an interest rate of 3.8 percent, which is a typical rate at the time of research (December 2020). The owner is assumed to put down a 5 percent down payment, which is standard for conventional and CalFHA loans.
    - Other monthly housing costs include homeowners' association dues, property taxes, homeowners' insurance, interior property insurance, and premiums for private mortgage insurance required on home purchases with a down payment of less than 20 percent. Note there is no utility deduction, in accordance with MHA's approach.
- Other monthly housing costs overall are assumed to be slightly greater for condominium housing types than for single-family detached housing types, which is driven by different assumptions on monthly homeowner's association costs. The homeowner's association costs are expected to be higher on a per-unit basis for condominium units than for detached single-family units, which decreases the household budget available for a mortgage. (On the other hand, detached single-family homeowners are responsible for more costs that are not included in Figure 14.)

FIGURE 14. MAXIMUM AFFORDABLE SALES PRICES FOR SINGLE-FAMILY DETACHED SUBDIVISION (PROTOTYPE 1)

Household Size (Persons per HH)	4.5	6
Very Low Income (50% AMI)		
Annual Household Income at 50% AMI	$74,413	$83,000
Maximum Monthly Housing Cost (a)	$2,046	$2,283
Monthly Deductions (b)	$1,074	$1,218
HOA Dues (c)	$500	$600
Property Taxes and Insurance (d)	$574	$618
Monthly Income Available for Mortgage Payment (e)	$973	$1,064
Maximum Mortgage Amount (f)	$208,728	$228,378
Maximum Affordable Sales Price (g)	$219,714	$240,398
Low Income (70%)		
Annual Household Income at 70% AMI	$104,178	$116,200
Maximum Monthly Housing Cost (a)	$2,865	$3,196
Monthly Deductions (b)	$1,342	$1,518
HOA Dues (c)	$500	$600
Property Taxes and Insurance (d)	$842	$918
Monthly Income Available for Mortgage Payment (e)	$1,523	$1,678
Maximum Mortgage Amount (f)	$326,872	$360,209
Maximum Affordable Sales Price (g)	$344,076	$379,167
Moderate Income (110%)		
Annual Household Income at 110% AMI	$163,708	$182,600
Maximum Monthly Housing Cost (a)	$4,502	$5,022
Monthly Deductions (b)	$1,892	$2,131
HOA Dues (c)	$500	$600
Property Taxes and Insurance (d)	$1,392	$1,531
Monthly Income Available for Mortgage Payment (e)	$2,610	$2,891
Maximum Mortgage Amount (f)	$560,102	$620,390
Maximum Affordable Sales Price (g)	$589,581	$653,042

Source: Strategic Economics, 2021.

Notes:

(a) 33 percent of maximum monthly household income.

(b) Unlike for rentals, monthly deductions for for-sale units do not include utility costs.

(c) Homeowners Association dues are assuming to average $0.25 per square foot.

(d) Assumes annual effective property tax rate of 1.50% percent of sales price, after exemptions; annual private mortgage insurance premium rate of 0.85 percent of mortgage amount.

(e) Maximum monthly housing cost minus deductions.

(f) Assumes 3.8 percent interest rate and 30-year loan term. Interest rate is based on correspondence with Marin Housing Authority.

(g) Assumes 5 percent down payment (95 percent loan-to-value ratio).

FIGURE 15. MAXIMUM AFFORDABLE SALES PRICES FOR CONDOMINIUM TOWNHOME (PROTOTYPE 2)

Household Size (Persons per HH)	4.5	6
Very Low Income (50% AMI)		
Annual Household Income at 50% AMI	$74,413	$83,000
Maximum Monthly Housing Cost (a)	$2,046	$2,283
Monthly Deductions (b)		
HOA Dues (c)	$613	$665
Property Taxes and Insurance (d)	$537	$597
Monthly Income Available for Mortgage Payment (e)	$897	$1,020
Maximum Mortgage Amount (f)	$192,493	$218,997
Maximum Affordable Sales Price (g)	$202,624	$230,523
Low Income (70%)		
Annual Household Income at 70% AMI	$104,178	$116,200
Maximum Monthly Housing Cost (a)	$2,865	$3,196
Monthly Deductions (b)	$1,418	$1,561
HOA Dues (c)	$613	$665
Property Taxes and Insurance (d)	$805	$896
Monthly Income Available for Mortgage Payment (e)	$1,447	$1,635
Maximum Mortgage Amount (f)	$310,637	$350,829
Maximum Affordable Sales Price (g)	$326,986	$369,293
Moderate Income (110%)		
Annual Household Income at 110% AMI	$163,708	$182,600
Maximum Monthly Housing Cost (a)	$4,502	$5,022
Monthly Deductions (b)	$1,967	$2,175
HOA Dues (c)	$613	$665
Property Taxes and Insurance (d)	$1,355	$1,510
Monthly Income Available for Mortgage Payment (e)	$2,535	$2,847
Maximum Mortgage Amount (f)	$543,953	$611,059
Maximum Affordable Sales Price (g)	$572,582	$643,220

Source: Strategic Economics, 2020.

Notes:

(a) 33 percent of maximum monthly household income.

(b) Unlike for rentals, monthly deductions for for-sale units do not include utility costs.

(c) Homeowners Association dues are assuming to average $0.35 per square foot.

(d) Assumes annual effective property tax rate of 1.50% percent of sales price, after exemptions; annual private mortgage insurance premium rate of 0.85 percent of mortgage amount.

(e) Maximum monthly housing cost minus deductions.

(f) Assumes 3.8 percent interest rate and 30-year loan term. Interest rate is based on correspondence with Marin Housing Authority.

(g) Assumes 5 percent down payment (95 percent loan-to-value ratio).

MAXIMUM AFFORDABLE RENTS AND SALES PRICES

Figures 16 and 17 provide summaries for the maximum affordable rents and sales prices respectively for the various prototypes that were tested.

FIGURE 16. SUMMARY OF MAXIMUM AFFORDABLE RENTS

Income Level	Studio	1-BR	2-BR
Very Low-income (50%)	$1,209	$1,379	$1,539
Low-income (65%)	$1,584	$1,809	$2,022
Moderate Income (90%)	$2,210	$2,524	$2,827

Source: Strategic Economics, 2021.

FIGURE 17. SUMMARY OF MAXIMUM AFFORDABLE SALES PRICES

	Single-Family Subdivision		Condominium Townhome	
	3-BR	4-BR	3-BR	4-BR
Very Low Income (50% AMI)	$219,714	$240,398	$202,624	$230,523
Low Income (70%)	$344,076	$379,167	$326,986	$369,293
Moderate Income (110%)	$589,581	$653,042	$572,582	$643,220

Source: Strategic Economics, 2021.

ESTIMATING DEVELOPMENT COSTS

The second step in the affordability gap analysis is to estimate development costs for the three prototypes. Development costs include land costs, direct or "hard" construction costs, indirect or "soft" costs, as well as financing costs, a developer fee, and a contingency for overruns.

Because multi-unit residential projects are relatively rare in Marin, the Consultant Team collected available data on the few recent comparable development projects and land sales and supplemented the data with feedback from local developers (see Appendix A), other available studies of costs in the Bay Area, and past experience with pro forma studies.

The development cost assumptions are shown below in Figure 18, and a chart that summarizes the breakdown of overall development costs for the prototypes is shown in Figure 19.

The development costs for for-sale housing are based on interviews with developers and homebuilders experienced with single-family and townhome development projects in Marin. This analysis estimated that total development costs for the single-family subdivision were $355 per net residential square foot while the costs for the condominium townhome were $373 per net residential square foot.

Because there are limited examples of recent multifamily development in Marin, the Consultant Team relied on a variety of sources to identify the multifamily cost assumptions. They are partly based on a pro forma for a proposed Type V development in Marin, as well as an interview with a multifamily developer. The team also relied on cost data and recently completed feasibility studies for similar rental apartment developments in the Bay Area. The analysis estimated that the total development cost for Prototype 3 was $705 per net square foot.

The remainder of this section explains the costs assumptions in more detail.

FIGURE 18. SUMMARY OF DEVELOPMENT COST ASSUMPTIONS

	Single Family Subdivision	Condominium Townhome	Rental Apartments
Land Cost (a)			
Per Land Sq. Ft.	$56	$69	$86
Per Unit	$350,000	$200,000	$75,000
Hard Costs			
Site Costs per Land Sq. Ft. (b)	$15	$35	$35
Construction Costs per Sq. Ft. of Residential Area	$110	$150	$350
Parking Cost per Space (c)	n/a	n/a	$32,500
Other Costs (Displayed as % of Hard Cost)			
Soft Costs (d)	12%	12%	12%
Contingency	5%	5%	5%
Developer Overhead	4%	4%	4%
Financing Costs			
Amount Financed (% of Hard and Soft Costs)	65%	65%	70%
Construction Loan Fee	1.5%	1.5%	1.5%
Term (Months)	18	18	24
Construction Interest Rate	4.5%	4.5%	5.0%

Source: Developer Interviews, 2021; Project Pro Formas, 2021; Strategic Economics, 2021.
Notes:
(a) Entitled land
(b) Assumes relatively flat site

(c) Parking costs for for-sale prototypes are incorporated into the construction cost. Cost for rental prototype refers to one level of podium
(d) Includes architectural, engineering, and consulting fees, as well as taxes, legal, insurance, accounting, and other costs.

FIGURE 19. TOTAL DEVELOPMENT COSTS BY PROTOTYPE

Cost Category	Single Family Subdivision	Condominium Townhome	Rental Apartments
Total Project			
Land Cost	$4,900,000	$6,000,000	$7,500,000
Hard Costs	$4,694,800	$11,149,200	$38,222,811
Soft Costs	$1,344,396	$3,001,696	$10,660,521
Development Costs	**$10,939,196**	**$20,150,896**	**$56,383,332**
Per Unit			
Land Cost	$350,000	$200,000	$75,000
Hard Costs	$335,343	$371,640	$382,228
Soft Costs	$96,028	$100,057	$106,605
Development Costs	**$781,371**	**$671,697**	**$563,833**
Per Net Residential Sq. Ft.			
Land Cost	$159	$111	$94
Hard Cost	$152	$206	$478
Soft Costs	$44	$56	$133
Development Costs	**$355**	**$373**	**$705**

Source: Strategic Economics, 2021.

The following subsections provide further details on how the cost assumptions were identified.

LAND COST

Land costs typically vary widely, depending on factors such as location, zoning, and the amount of site work required to prepare the land for development. Because the price of land is so strongly tied to what can be built upon it, land costs are characterized in this study as the cost per dwelling unit of development. Recent comparable sales that informed land cost for the three prototypes are shown below in Figures 20-22.

- There is only one relevant recent sale for an entitled single-family subdivision. The site is in Mill Valley, which tends to have high land costs compared to the Marin average.
- A range of $180,000 per unit to approximately $300,000 per unit was identified for the condominium townhome prototype based on two recent sales, which reflect the high end (Mill Valley) and the low end (Novato) of the Marin County market.
- For the rental apartment prototype, two sales for sites entitled for multifamily development had land costs of $75,000 per unit, a number that was corroborated by a developer with experienced in multifamily development in Marin.

Based on these comparable examples and feedback from developers, the land cost assumptions were set at $350,000 per unit for Prototype 1, $200,000 per unit for Prototype 2, and $75,000 per unit for Prototype 3.

FIGURE 20. RECENT LAND SALE FOR SITE ZONED FOR SINGLE-FAMILY SUBDIVISION

Site Address	548 Miller Ave., Mill Valley
Description	Single-family subdivision (13 fee simple lots, three of which include ADUs)
Site Acres	1.58
Site Sq. Ft.	68,825
Units Per Acre	10
Sale Date	September 2019
Sale Price	$8,500,000
Price Per Unit	$531,250

Source: Costar, 2021; Strategic Economics, 2021.

FIGURE 21. RECENT LAND SALES FOR CONDOMINIUM TOWNHOMES

Site Address	500 Miller Ave., Mill Valley	7533-7537 Redwood Blvd., Novato
Description	Nine condominium townhomes with underground parking and corner retail space	50 condominium townhomes (Atherton Place)
Site Acres	1.2	3.7
Site Sq. Ft.	52,272	161,172
Units Per Acre	7.5	13.5
Sale Date	June 2017	July 2018
Sale Price	$2,900,000	$9,000,000
Price Per Unit	$322,222	$180,000

Source: Costar, 2021; Strategic Economics, 2021.

FIGURE 22. RECENT LAND SALES FOR MULTIFAMILY HOUSING

Site Address	703 Third St., San Rafael (a)	1203-1211 Lincoln Ave., San Rafael (b)
Description	Proposed apartment project with 61 units and underground, automated parking and incorporating density bonus	36 condominium flats Type V over I construction
Site Acres	0.63	0.74
Site Sq. Ft.	27,395	32,234
Units Per Acre	97	49
Sale Date	August 2014	March 2017
Sale Price	$4,650,000	$2,700,000
Price Per Unit	$76,230	$75,000

Source: Costar, 2021; Developer Pro Formas, 2021; Strategic Economics, 2021.

Notes:

(a) Reflects the site's "base case scenario" which is more comparable to Prototype 3

(b) Site is now associated with pipeline assisted living proposal but at time of sale, it had been planned for condominiums

HARD COSTS

Hard costs refer to both horizontal site costs and vertical construction costs, including the residential area construction and parking construction.

According to developers active in Marin County, construction costs for the county are higher than other locations in the Bay Area because it is less accessible to construction workers. Subcontractors often charge a premium that is equivalent to prevailing wage. The construction cost estimates for residential buildings incorporate these cost factors specific to Marin County.

The construction costs also include horizontal/site costs that include demolition, grading, utility connection installation, paving, and landscaping. For the purposes of this analysis, it is assumed that

the hypothetical sites are relatively flat, with horizontal costs of $15 per land square foot for the single-family subdivision, and $35 per land square foot for the condominium townhomes and apartments.

The construction costs for the single-family subdivision and the condominium townhome, which are based on feedback from Marin developers and homebuilders, are $110 and $150 per gross residential square foot respectively. Note that the cost of garage parking is incorporated into the residential hard cost, while the cost of any surface parking is incorporated into the site cost for these prototypes.

For the rental prototype, the construction cost of the residential area is estimated to be $350 per gross residential square foot. Because there are very few examples of recent and under construction apartments over podium in Marin, the Consultant Team also reviewed pro formas for planned affordable and market-rate projects in San Rafael and other Bay Area cities to estimate costs.

Based on this broad review of costs, the Consultant Team estimated that residential construction costs for Prototype 3 were approximately $350 per gross residential square foot, which translates to per unit costs of $564,000. A review of financial data from affordable housing projects in the San Francisco Bay Area supported these cost estimates, which show that affordable housing per unit costs are in the range of $530,000 to $678,000.

Soft Costs

Soft costs refer to necessary costs of development that are not directly related to the physical construction of the building. They include architecture, engineering costs and other professional services fees, as well as other costs associated with doing business, such as insurance and taxes. Finally, soft costs include city permits and fees, and other miscellaneous costs. It is estimated that soft costs are 12 percent of hard costs for all three prototypes, a standard assumption that was confirmed by developer interviewees. The developer's contingency and overhead, also account for an additional five and four percent of hard costs, respectively.[6]

Financing Costs

Financing assumptions are consistent for both for-sale prototypes because the two hypothetical projects would have similar loan terms and construction timelines. Based on input from developers that specialize in owner-occupied single-family and townhome developments, 65 percent of the project cost would be financed with debt, with a typical interest rate of approximately 4.5 percent. The development period for the for-sale prototypes is assumed to be 18 months.

The rental apartment prototype incorporates a slightly higher interest rate at 5 percent, to account for a higher level of risk, with a 24-month development period. The amount financed is also tends to be slightly higher at 70 percent of project cost, according to a multifamily developer.

All three prototypes incorporate a 1.5 percent construction loan fee, which is a standard industry assumption.

[6] Developer profit is not included in the consideration of costs.

AFFORDABILITY GAP

The final step is to calculate the housing affordability gap, which is the difference between what very low-, low-, and moderate-income households can afford to pay and the cost of developing those units. The gap helps determine the in-lieu fee amount that would be required to cover the cost associated with developing affordable housing units.

FOR-SALE HOUSING

Figures 23 and 24 shows the affordability gap calculation for the for-sale housing prototypes. For each unit type, the gap is calculated as the difference between the per-unit cost of development and the affordable sales price for each income level. The average housing affordability gap is weighted based on the unit mix in the prototypes.

FIGURE 23. AFFORDABILITY GAP FOR SINGLE-FAMILY SUBDIVISION

Income Level and Unit Type	Unit Size (Sq. Ft.)	Affordable Sales Price (a)	Development Costs (b)	Affordability Gap (c)
Very Low Income (50%)				
3 Bedroom	2,000	$219,714	$710,337	$490,623
4 Bedroom	2,400	$240,398	$852,405	$612,007
Weighted Average		$230,056	$781,371	$551,315
Low Income (70%)				
3 Bedroom	2,000	$344,076	$710,337	$366,261
4 Bedroom	2,400	$379,167	$852,405	$473,237
Weighted Average		$361,622	$781,371	$419,749
Moderate Income (110%)				
3 Bedroom	2,000	$589,581	$710,337	$120,757
4 Bedroom	2,400	$653,042	$852,405	$199,363
Weighted Average		$621,311	$781,371	$160,060

Source: Strategic Economics, 2021.
Notes:
(a) See calculation in Figure 14, above.
(b) Assumes $349 per SF for development costs
(c) Calculated as the difference between affordable sales price and development cost
(d) Includes 50% three-bedrooms and 50% four-bedrooms.

FIGURE 24. AFFORDABILITY GAP FOR CONDOMINIUM TOWNHOME

Income Level and Unit Type	Unit Size (Sq. Ft.)	Affordable Sales Price (a)	Development Costs (b)	Affordability Gap (c)
Very Low Income (50%)				
3 Bedroom	1,750	$202,624	$653,038	$450,414
4 Bedroom	1,900	$230,523	$709,013	$478,490
Weighted Average		$211,924	$671,697	$459,773
Low Income (70%)				
3 Bedroom	1,750	$326,986	$653,038	$326,052
4 Bedroom	1,900	$369,293	$709,013	$339,720
Weighted Average		$341,089	$671,697	$330,608
Moderate Income (110%)				
3 Bedroom	1,750	$572,582	$653,038	$80,456
4 Bedroom	1,900	$643,220	$709,013	$65,793
Weighted Average		$596,128	$671,697	$75,568

Source: Strategic Economics, 2021.

Notes

(a) See calculation in Figure 15, above.

(b) Assumes $393 per square foot for development costs

(c) Calculated as the difference between affordable sales price and development cost
(d)Includes two-thirds three-bedrooms and one-third four-bedrooms.

RENTAL HOUSING

Figure 25 shows the affordability gap calculation for the rental prototype. For each rental unit type and income level, the gap is defined as the difference between the per-unit cost of development and the supportable debt per unit. The supportable debt is calculated based on the net operating income generated from the monthly rent from the affordable unit and incorporates assumptions about operating expenses (including property taxes, insurance, maintenance, etc.), reserves, and vacancy. It also incorporates financing assumptions related to the permanent loan on the property. Assumptions on operating costs are informed by data on Victory Village, which is a recent affordable housing development built in Marin. The average housing affordability gap is also weighted based on the unit mix of the prototype.

FIGURE 25. HOUSING AFFORDABILITY GAP FOR RENTAL APARTMENTS

Income Level and Unit Type	Unit Size (Sq. Ft.)	Maximum Monthly Rent (a)	Annual Income	Net Operating Income (b)	Available for Debt Service (c)	Supportable Debt (d)	Development Costs (e)	Affordability Gap (f)
Very Low-income (50%)								
Studio	650	$1,209	$14,507	$2,781	$2,418	$39,393	$458,250	$418,857
1 Bedroom	750	$1,379	$16,551	$4,723	$4,107	$66,904	$528,750	$461,846
2 Bedroom	900	$1,539	$18,468	$6,545	$5,691	$92,699	$634,500	$541,801
Weighted Average (g)						$74,471	$564,000	$489,529
Low-income (65%)								
Studio	650	$1,584	$19,013	$7,063	$6,141	$100,036	$458,250	$358,214
1 Bedroom	750	$1,809	$21,704	$9,618	$8,364	$136,236	$528,750	$392,514
2 Bedroom	900	$2,022	$24,264	$12,051	$10,479	$170,691	$634,500	$463,809
Weighted Average (g)						$146,398	$564,000	$417,602
Moderate Income (90%)								
Studio	650	$2,210	$26,525	$14,198	$12,346	$153,206	$458,250	$305,044
1 Bedroom	750	$2,524	$30,291	$17,776	$15,458	$191,816	$528,750	$336,934
2 Bedroom	900	$2,827	$33,924	$21,228	$18,459	$229,058	$634,500	$405,442
Weighted Average (g)						$202,852	$564,000	$361,148

Notes:

(a) Affordable rent levels based on 2020 income limits
(b) Amount available for debt. Assumes 5% vacancy and collection loss and $11,000 per unit for operating expenses and reserves, based on operating pro formas for recent affordable projects in Marin County.

(c) Assumes 1.15 Debt Coverage Ratio.

(d) Assumes 4.5% permanent financing interest rate and 30 year loan.

(e) Assumes development cost of $705 per net square foot on rental units.
(f) Calculated as the difference between development costs and supportable debt.
(g) Incorporates 10% studios, 50% one-bedrooms, and 40% two-bedrooms.

Summary of Maximum In-Lieu Fee By Housing Type

A summary of the affordability gaps by tenure and income level is displayed in Figure 26. The affordability gap is the basis for setting the maximum in-lieu fee. As shown, the maximum in-lieu fee per required affordable unit (rounded) is approximately $377,000 for single-family subdivisions, $289,000 for condominium townhomes, and $423,000 for rental apartments.

The maximum in-lieu fee is highest for rental apartments because the average targeted income is lower (68 percent of AMI, compared to 78 percent AMI for for-sale housing), resulting in a wider affordability gap.

The calculated in-lieu fee is lower for condominium townhomes than single-family subdivisions because the construction cost for townhomes is slightly lower, while the targeted income groups remain the same.

It is important to note that the County of Marin can choose to adopt lower fees than the maximum calculated in-lieu fees shown in Figure 26.

Figure 26. Summary of Maximum In-Lieu Fees

Income Level	For-sale Gap		Rental Gap
	Single-Family Subdivision	Condominium Townhome	
Very Low-income (50% AMI)	$551,315	$459,773	$489,529
Low-income (65% AMI Rental/ 70% Owner)	$419,749	$330,608	$417,602
Moderate Income (90% AMI Rental)/ 110% AMI Owner)	$160,060	$75,568	$361,148
Average Affordability Gap/ Maximum In-Lieu Fee	**$377,042**	**$ 288,650**	**$422,760**

Source: Strategic Economics, 2021.

IV. Policy Considerations and Recommendations

This section summarizes key policy issues for the County of Marin to consider when updating its inclusionary housing ordinance and in-lieu fee. The following questions are addressed:

- How do the calculated in-lieu fees compare with the County's existing fees?
- How do the calculated fees compare with in-lieu fees in other jurisdictions?
- How much do the calculated in-lieu fees raise development costs in Marin County and impact financial feasibility?
- How do the calculated fees compare with existing municipal fees, such as building permit and other impact fees?

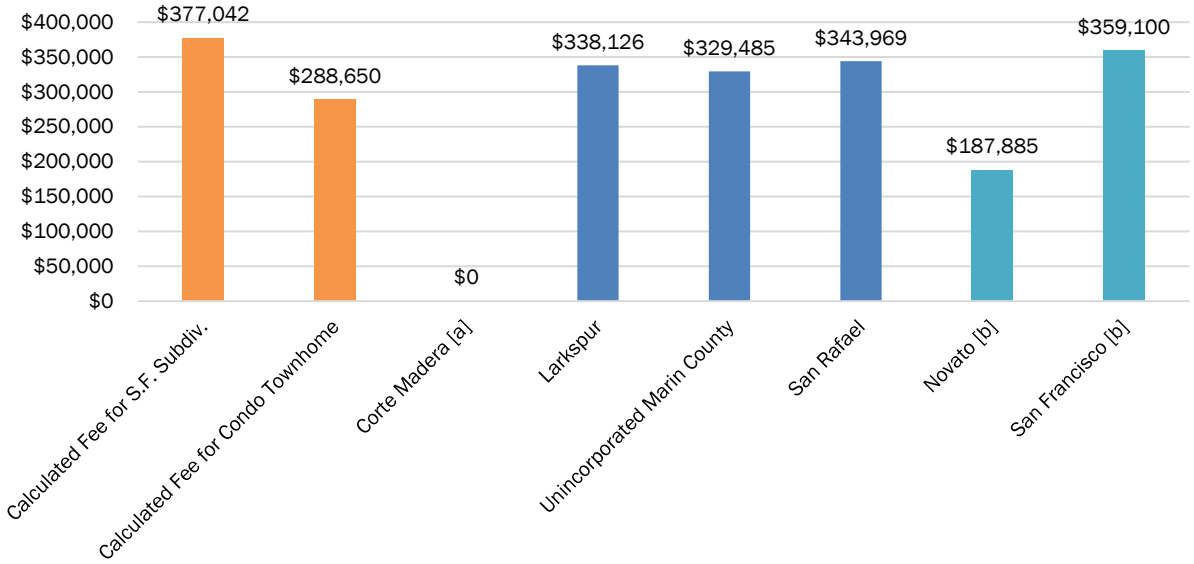
Each of these questions is addressed in the sections below, followed by a set of recommendations.

COMPARISON OF IN-LIEU FEES IN MARIN COUNTY AND NEIGHBORING JURISDICTIONS

The newly calculated in-lieu fees from the previous section are shown along with the existing in-lieu fees for for-sale housing for the participating jurisdictions and other nearby jurisdictions for comparison in Figure 27. As shown, the newly calculated maximum in-lieu fee for single-family subdivisions is higher than the existing fee in all the other jurisdictions. However, the calculated fee for for-sale townhomes is lower than the County's existing fee but higher than the current in-lieu fee for for-sale housing in Novato.

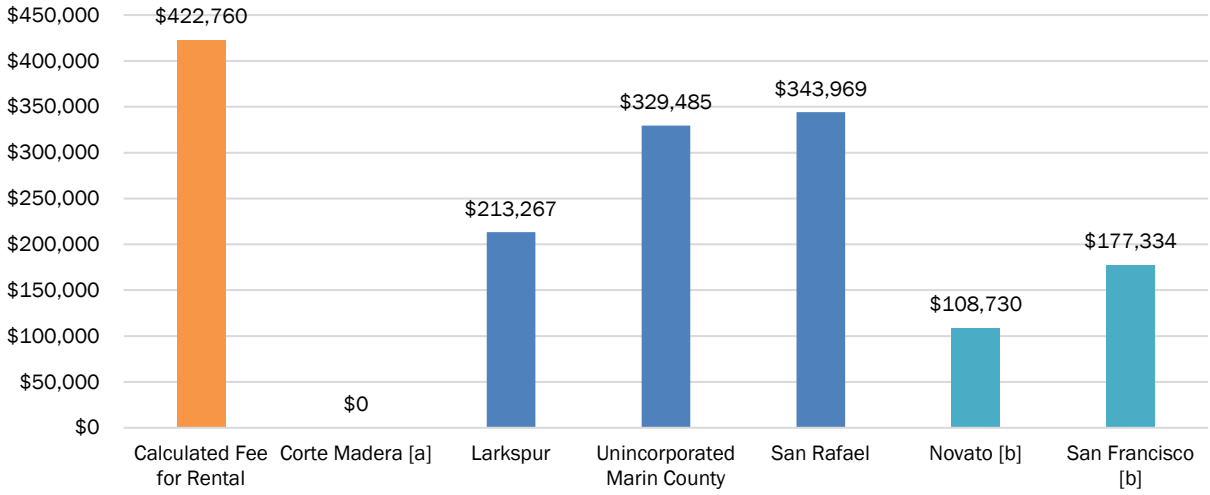
The same information is shown for rental housing in Figure 28. As shown, the calculated maximum in-lieu fee for rental projects is higher than the existing fees in Marin County and all the neighboring cities. Larkspur, Novato, and San Francisco charge lower in-lieu fees for rental projects, even though the affordability gap may be higher than for-sale housing.

FIGURE 27: COMPARISON OF CALCULATED IN-LIEU FEES WITH EXISTING IN-LIEU FEES, FOR-SALE DEVELOPMENTS



[a] Corte Madera has an in-lieu fee that is calculated based on construction costs and area median incomes. Because the assumptions in the calculation have not been updated for several years, the fee currently evaluates to zero.
[b] In-lieu fees for San Francisco and Novato vary by the number of units in the project. Both fee amounts assume the 30-unit condo townhome prototype.
Sources: Available documents from jurisdictions, 2020; Strategic Economics, 2021.

FIGURE 28: COMPARISON OF CALCULATED IN-LIEU FEES WITH EXISTING IN-LIEU FEES, RENTAL DEVELOPMENTS



[a] Corte Madera has an in-lieu fee that is calculated based on construction costs and area median incomes. Because the assumptions in the calculation have not been updated for several years, the fee currently evaluates to zero.
[b] In-lieu fees for San Francisco and Novato vary by the number of units in the project. Both fee amounts assume the 100-unit rental apartment prototype.
Sources: Available documents from jurisdictions, 2020; Strategic Economics, 2021.in-Lieu Fee in Relation to Development costs

Using the development cost estimates from the previous section, the Consultant Team calculated the increase in costs that would be experienced when charging the fee in-lieu of an onsite requirement at a level of 10 percent, 15 percent, 20 percent, and 25 percent. As shown in Figure 29, the cost of the fee for would range from five to 12 percent for the single-family subdivision

prototype, four to 11 percent for the condo townhome prototype, and seven to 19 percent for the apartment prototype.

FIGURE 29: IMPACT OF IN-LIEU FEE ON TOTAL DEVELOPMENT COSTS BY PROTOTYPE

	Single Family Subdivision	Condo Townhome	Rental Apartment
Total Development Costs per Unit	$781,371	$671,697	$563,833
In lieu Fees per Affordable Unit	$289,905	$203,088	$422,760
Increase in Total Development Costs			
@ 10% Onsite Requirement	5%	4%	7%
@ 15% Onsite Requirement	7%	6%	11%
@ 20% Onsite Requirement	10%	9%	15%
@ 25% Onsite Requirement	12%	11%	19%

Source: Strategic Economics, 2021.

The calculated in-lieu fee for the apartment prototype has the largest impact on development costs, due to the much higher affordability gap for apartments. Although rental apartments are the least expensive of the three prototypes to build per unit, the smaller households expected to occupy these units, which translates to lower tenant incomes, and the high operating costs of apartments mean that the affordability gap for rentals is higher in this case. This analysis suggests that for-sale developments will be able to accommodate a substantially higher percentage onsite requirement than will rental projects.

BURDEN OF IN-LIEU COMBINED WITH OTHER MUNICIPAL FEES

The Consultant Team reviewed the total burden of the calculated in-lieu fees in the context of other municipal fees charged by the cities, including fees such as building permits as well as any impact fees each jurisdiction might have in place.[7] A table of these costs for each jurisdiction is given in Figure 30 below, including the total fees that would be paid on each prototype in-lieu of hypothetical inclusionary requirements ranging from ten to 25 percent.

Because each jurisdiction has its own schedule of fees for new development, the cost of development in each community varies. For example, municipal fees for the prototypes in San Anselmo are currently estimated at two percent of development costs. Enacting maximum in-lieu fees with a 15 percent inclusionary requirement would raise municipal fees to between seven and 14 percent. The Town of Anselmo will need to take into account the impact to total development costs when setting an in-lieu fee and/or inclusionary percentage.

[7] Connection fees charged by a local sanitary sewer and water district were also estimated; they would be expected to represent an additional three to four percent of development costs above what is shown in the Figure 30.

FIGURE 30: IN-LIEU FEES AND OTHER MUNICIPAL FEES* BY JURISDICTION

Current level of onsite requirement for each jurisdiction in bold.

	Per Unit			As % of Development Costs		
	S.F. Subdiv.	Condo	Apt.	S.F. Subdiv.	Condo	Apt.
Corte Madera						
Municipal Fees	$35,776	$27,116	$23,339	5%	4%	4%
Tot. Fees @10% Rqmt.	$64,767	$47,424	$65,615	8%	7%	12%
Tot. Fees @15% Rqmt.	$79,262	$57,579	$86,753	10%	9%	15%
Tot. Fees @20% Rqmt.	$93,757	$67,733	$107,891	12%	10%	19%
Tot. Fees @25% Rqmt.	**$108,253**	**$77,888**	**$129,029**	**14%**	**12%**	**23%**
Fairfax						
Municipal Fees	$13,231	$11,258	$8,104	2%	2%	1%
Tot. Fees @10% Rqmt.	$42,221	$31,567	$50,380	5%	5%	9%
Tot. Fees @15% Rqmt.	$56,717	$41,722	$71,518	7%	6%	13%
Tot. Fees @20% Rqmt.	$71,212	$51,876	$92,656	9%	8%	16%
Tot. Fees @25% Rqmt.	$85,707	$62,030	$113,794	11%	9%	20%
Larkspur						
Municipal Fees	$39,839	$25,951	$19,449	5%	4%	3%
Tot. Fees @10% Rqmt.	$68,830	$46,260	$61,725	9%	7%	11%
Tot. Fees @15% Rqmt.	**$83,325**	**$56,414**	**$82,863**	**11%**	**8%**	**15%**
Tot. Fees @20% Rqmt.	**$97,820**	**$66,569**	**$104,001**	**13%**	**10%**	**18%**
Tot. Fees @25% Rqmt.	$112,316	$76,723	$125,139	14%	11%	22%
Unincorporated Marin County						
County Fees	$25,397	$23,656	$5,470	3%	4%	1%
Tot. Fees @10% Rqmt.	$63,101	$52,521	$47,746	8%	8%	8%
Tot. Fees @15% Rqmt.	$81,953	$66,954	$68,884	10%	10%	12%
Tot. Fees @20% Rqmt.	**$100,806**	**$81,386**	**$90,022**	**15%**	**12%**	**18%**
Tot. Fees @25% Rqmt.	$119,658	$95,819	$111,160	17%	15%	22%
San Anselmo						
Municipal Fees	$12,821	$13,837	$14,034	2%	2%	2%
Tot. Fees @10% Rqmt.	$41,811	$34,146	$56,310	5%	5%	10%
Tot. Fees @15% Rqmt.	$56,306	$44,300	$77,448	7%	7%	14%
Tot. Fees @20% Rqmt.	$70,802	$54,455	$98,586	9%	8%	17%
Tot. Fees @25% Rqmt.	$85,297	$64,609	$119,724	11%	10%	21%
San Rafael						
Municipal Fees	$27,044	$23,545	$15,113	3%	4%	3%
Tot. Fees @10% Rqmt.	**$56,034**	**$43,854**	**$57,389**	**7%**	**7%**	**10%**
Tot. Fees @15% Rqmt.	**$70,530**	**$54,009**	**$78,527**	**9%**	**8%**	**14%**
Tot. Fees @20% Rqmt.	$85,025	$64,163	$99,665	11%	10%	18%
Tot. Fees @25% Rqmt.	$99,520	$74,317	$120,803	13%	11%	21%

Continued next page

Continued from previous page						
Sausalito						
Municipal Fees	$7,448	$7,694	$9,987	1%	1%	2%
Tot. Fees @10% Rqmt.	$36,438	$28,003	$52,263	5%	4%	9%
Tot. Fees @15% Rqmt.	**$50,934**	**$38,157**	**$73,401**	**7%**	**6%**	**13%**
Tot. Fees @20% Rqmt.	**$65,429**	**$48,311**	**$94,539**	**8%**	**7%**	**17%**
Tot. Fees @25% Rqmt.	$79,924	$58,466	$115,677	10%	9%	21%

* Municipal fees include all applicable permits and impact fees charged by the jurisdiction. Water and sanitary sewer connection fees are not included. Based on estimates from Marin Municipal Water District and Ross Valley Sanitary District, water and sewer fees represent and additional four percent to development costs of the single family subdivision and three percent to condo townhomes and apartments.

Source: Strategic Economics, 2021.

CONVERSION TO PER SQUARE FOOT FEE

Jurisdictions can opt to implement the in-lieu fee as a per square foot fee, rather than a per unit fee, in order to incentivize development projects with smaller units. This may be useful for jurisdictions that primarily see developments with large, luxury units. The per square foot fees are calculated by dividing the per-unit in lieu fee by the weighted average unit square feet for each prototype. This calculation is shown below in Figure 31.

FIGURE 31. EQUIVALENT IN LIEU FEES PER UNIT SQUARE FOOT FOR PROTOTYPES

	Multifamily Rental	Condominium Townhome	Single Family Subdivision
Weighted Average Unit Sq. Ft.	800	1800	2,200
Affordability Gap per Unit			
Very Low Income (50% AMI Rental and Owner)	$489,529	$459,773	$551,315
Low Income (65% AMI Rental/ 70% AMI Owner)	$417,602	$330,608	$419,749
Moderate Income (90% AMI Rental)/ 110% AMI Owner)	$361,148	$75,568	$160,060
Affordability Gap per Sq. Ft.			
Very Low Income (50% AMI)	$612	$255	$251
Low Income (65% AMI Rental/ 70% AMI Owner)	$522	$184	$191
Moderate Income (90% AMI Rental)/ 110% AMI Owner)	$451	$42	$73

Source: Strategic Economics, 2021.

COMPARISON OF INCLUSIONARY REQUIREMENTS IN SELECTED BAY AREA CITIES

Figure 32 summarizes the inclusionary requirements for selected Bay Area cities outside of Marin County for the purposes of comparison. As shown, the cities all have inclusionary requirements on for-sale development projects ranging from a minimum of 5 percent in Oakland to 22 percent in San Francisco. The income targets for for-sale housing are typically low-income and moderate-income households.

For rental housing, the percentage requirement ranges from 5 percent in Oakland to 20 percent in San Francisco. Most of the jurisdictions require some proportion of very low-income units, along with low-income and moderate-income units.

San Francisco, San Jose, and Cupertino have lower requirements for small projects.

FIGURE 32. INCLUSIONARY POLICIES FOR SELECT BAY AREA JURISDICTIONS

Jurisdiction	For-Sale Housing	Rental Housing	Fee Option	Year Adopted/Updated
Berkeley	20% affordable at or below 80% AMI.	20% must be affordable (10% at 80% AMI and 10% at 50% AMI).	For sale: In-lieu fee option (62.5% of difference between affordable and market price). Rental: Affordable housing impact fee $39,716 per market-rate unit.	2020
Oakland	5% at 50% AMI or 10% at 80% AMI or 10% at 120% AMI.	5% at 50% AMI or 10% at 80% AMI or 10% at 120% AMI.	Fee permitted.	2016
San Francisco	Projects with 25+ units: 22% must be affordable to 80%-110% AMI. Projects with 10-24 units: 13% must be affordable.	Projects with 25+ units: 20% must be affordable to 55%-110% AMI. Projects with 10-24 units: 13% must be affordable to 55% AMI.	Fee permitted but with a higher percentage requirement than building on-site. Smaller projects pay a lower fee.	2017
San Jose	Projects with 20+ units must meet 15% affordable set-aside at or below 120% AMI. Smaller projects have lower percentage requirements.	5% at 100% AMI, 5% at 60% AMI, and 5% at 50% AMI, or 10% at 30% AMI. Smaller projects have lower percentage requirements.	Fee permitted.	2021
Santa Cruz	20% must be affordable to households at or 80% - 100% AMI.	20% must be affordable to households at or below 80% AMI.	On-site units encouraged.	2019
Palo Alto	15% must be affordable to households at 120% AMI or below.	No on-site requirement for rental.	For sale: Fee permitted but developer must demonstrate infeasibility of on-site units. Rental: Affordable housing impact fee charged.	2012
Cupertino	15% must be affordable to 120% or 100% AMI.	15% must be affordable to 120% or 80% AMI.	Projects with 1-6 units may provide a unit or pay a fee. For projects with 7 or more units, requires City Council approval.	2012

Source: Urban Displacement Project, 2021; City of Berkeley, 2021; Strategic Economics, 2021.

Recommendations

A number of considerations inform the decision to update the inclusionary requirements and the in-lieu fees, including market and feasibility factors, comparative policies in other jurisdictions, and the pros and cons of alternative means of compliance. Below is a summary of recommendations tailored for the Town of San Anselmo:

Establish inclusionary percentage requirement of 20 percent for for-sale and rental development projects. The Consultant Team recommends that the Town of San Anselmo establish an inclusionary requirement of 20 percent for for-sale and rental development projects, including single-family subdivisions, townhomes, and rental apartments. This percentage requirement is consistent with many other jurisdictions in the Bay Area. Once the policy has been in effect and the market has responded, the Town may wish to review the policy to determine whether a higher inclusionary requirement can be supported.

Establish income targets that are consistent with other Marin County jurisdictions. The Consultant Team recommends that the inclusionary policy include a mix of very low-, low- and moderate-income households for both for-sale and rental projects.

Establish flexible requirements for housing projects containing six or fewer units. According to the site analysis conducted by Opticos for the Objective Development Design Standards project, a large share of potential housing sites countywide are infill lots that could only accommodate small projects. These types of projects are more challenging to build than larger projects. To ensure they are financially feasible, the Consultant Team recommends that the Town of San Anselmo establish more flexible requirements for these types of projects, which could include:

- Allowing for a higher average income target, with a higher proportion of moderate-income units.
- Providing more flexibility on providing a combination of on-site units and payment of in-lieu fees.
- Allowing for the provision of an accessory dwelling unit (ADU), with provisions to ensure that it is made available to renter households.

For ownership housing, designate a separate fee for single-family versus townhome condominium developments, and set the fee amount at the maximum level for each. This study establishes a maximum in-lieu fee of $377,042 for single-family subdivisions and a fee of $288,650 for condominium townhomes. Establishing a lower fee on townhome condominiums relative to single-family subdivisions recognizes that higher density ownership housing can be relatively more challenging to build.

For rental housing, establish an in-lieu fee amount below the maximum level to avoid inhibiting development. The maximum calculated fees of $422,760 are considerably higher than the fees in Marin County's jurisdictions. A high fee would be a significant cost burden on rental projects, which do not command the same values as for-sale housing in San Anselmo. For this reason, the Consultant Team recommends that San Anselmo consider implementing a lower fee than the maximum calculated in-lieu fee on rental development.

Allow for land dedication and off-site converted units as an alternative means of compliance. Many jurisdictions allow for developers to comply with the inclusionary policy by dedicating land for off-site units or acquiring and converting existing housing units to deed-restricted housing. However,

conversion can result in the provision of units that are not comparable in quality or location to the market-rate development projects. Furthermore, it does not add to the overall supply of housing and burdens the jurisdiction with the cost of monitoring and compliance. The Consultant Team recommends that the Town of San Anselmo develop a policy that prioritizes on-site units, allowing for the payment of in-lieu fees or land dedication as the preferred alternatives. It is recommended that the off-site conversion option is permitted only if the converted units are of a similar quality and located within close proximity to the principal project.

Require for-sale development projects with on-site units to submit a plan for the ongoing maintenance of below-market rate units. According to Marin Housing, some for-sale condominium and townhome projects have not been able to adequately fund the maintenance and repair of below-market rate units. The Consultant Team recommends that the Town of San Anselmo require developers to provide a realistic plan for collecting sufficient reserves for the repair and maintenance of below-market rate units without compromising the affordability of those units.

Explore options for a countywide administration program for inclusionary units. Establishing and administering an inclusionary program requires staff to manage negotiations with developers to provide affordable units (on-site or off-site) in accordance with local requirements, monitor the resales/leasing of below-market rate units to qualified households, and ongoing administration. Because there is often limited staffing capacity in-house, the Consultant Team recommends that the participating jurisdictions investigate the potential to partner with a non-profit to provide these services. Some cities charge property owners a small administrative fee to help offset the costs of monitoring and compliance.

Appendix A

The Consultant Team spoke with a range of stakeholders for this report, including market-rate housing developers, affordable housing developers, affordable housing advocates, Marin housing authority staff, and local community land trusts. Stakeholders that participated in either one-on-one interviews with the Consultant Team, or in developer forums, both of which helped inform this report, are listed below in Figure 33.

FIGURE 33. LIST OF STAKEHOLDERS INTERVIEWED FOR STUDY

Name	Organization/ Affiliation
Judith Bloomberg	Marin Organizing Committee
Arianne Dar	Bolinas Community Land Trust
Todd David	Housing Action Committee
Justin Derby	Meritage Homes
Bruce Dorfman	Thompson Dorfman
Aaron Eckhouse	California YIMBY
Michael Hooper	Campus Property Group
Larry Kennings	Marin Environmental Housing Collaborative
Stacey Laumann	Community Land Trust of West Marin
Marianne Lim	EAH Housing
Stephanie Lovette	Marin Housing Authority
Linda Mandolini	Eden Housing
Tom Monahan	Monahan Parker Development
Wick Polite	Seagate Properties
Kiki La Porta	Coalition for a Livable Marin
Phil Richardson	Individual developer
Suzanne Sadowsky	San Geronimo Valley Affordable Housing Association
Carmen Soruco	Marin Housing Authority
Mary Kay Sweeney	Homeward Bound
Joanne Webster	Housing Crisis Action Group, San Rafael Chamber of Commerce

Source: Strategic Economics, 2021.

STRATEGICECONOMICS

MEMORANDUM

To: Heidi Scoble, Town of San Anselmo

From: Strategic Economics and Vernazza Wolfe Associates

Date: February 18, 2023

Project: Marin Inclusionary Study

Subject: Commercial Linkage Fee Study

I. INTRODUCTION AND METHODOLOGY

Purpose and Background

The County of Marin, along with six of the jurisdictions within the County, are collaborating on a regional effort to implement or update existing affordable housing policy tools, namely inclusionary zoning and commercial linkage fees. Some of the jurisdictions currently have inclusionary zoning and/or commercial linkage fee programs they intend to review and update as necessary, while others are establishing new programs. Together, the seven jurisdictions have retained Strategic Economics and Vernazza Wolfe Associates (the Consultant Team) to study and offer recommendations for both these policies.

This memo fulfills Task 4 of the study, which includes an analysis of commercial linkage fees in the seven participating jurisdictions. Currently, three of the seven jurisdictions charge commercial linkage fees, while the remaining four may enact fees based on the results of this study. A commercial linkage fee is a type of impact fee that charges new commercial development for its role in creating new demand for affordable housing. It is based on the finding of a "rational nexus" between the new employment created by commercial development, and the accompanying need for affordable housing for new worker households. There are two main parts to the analysis:

1. The nexus analysis establishes the linkage between new jobs and the needed affordable housing.
2. The affordability gap analysis quantifies the shortfall between what employee households can afford and what new housing costs to build. The affordability gap analysis was performed as part of the In-lieu Fee Study (Task 3) and is summarized in Section IV of this report.

The results of the nexus findings and the affordability gap analysis establish the maximum fees that can be charged on new development projects.

It is important to note that the analysis relies on occupational wage data from the California Employment Development Department collected in December 2019. It does not capture the effects of the COVID-19 pandemic on local employment and wages since then.

The Nexus Concept

Many commercial developments are associated with jobs that pay wages that are insufficient to afford local housing costs. A nexus study determines the justifiable commercial linkage fee that might be charged on development based on the need for affordable housing that new development projects create. To establish this relationship, a nexus analysis quantifies any increase in demand for affordable housing that accompanies new commercial development, and the additional funding required to address the uptick in demand. The increase in demand is a result of the net gain in employment directly attributable to the new commercial space that is built.

The magnitude of the nexus, and hence the maximum justifiable fee, depends on the number and types of jobs created and the prevailing cost of providing housing for the new worker households. The ability of the new workers to pay for housing costs is linked to their occupations (and hence salaries). Some of the new workers will have household incomes below the market prices for new homes and would qualify for income-restricted affordable housing. This study quantifies the demand for housing created at several household income levels and estimates the "affordability gap" between what worker households can afford to pay (to rent or to buy) and the actual costs of building new housing.

Methodology and Report Organization

To perform the nexus analysis, the Consultant Team used an established methodology described below to calculate the relationship between new commercial development and household incomes of employees, which then determines the employees' need for affordable housing. These steps provide the rationale for calculating the maximum justified commercial linkage fee that could be levied on commercial development. An overview of the methodology and contents of the report is provided below. There are ten steps to calculate the maximum nexus fees, which are covered in Section II, Section III, and Section IV of this report. However, most jurisdictions do not implement the maximum fee levels. There are multiple policy considerations that are taken into account, including market factors, the commercial linkage fees enacted in other similar communities, and the potential impact on development. These policy issues are discussed in Section V followed by recommendations for setting or updating the fee levels. Finally, Section VI outlines the fee proposal to be taken up by the jurisdictions based upon this study and follow-up collaboration with planning staff in the jurisdictions. To satisfy the requirements of recently passed state legislation (AB 602), this section provides further justification on the specific fee proposal under consideration.

STEPS 1-6: COMMERCIAL LINKAGE FEE NEXUS ANALYSIS (SEE SECTION II)

Step 1. Define commercial "land use prototypes" that represent broad categories of new commercial development in Marin County.

The purpose of defining prototypes is to estimate future employment linked to various categories of commercial space. The land use prototypes are used to estimate the amount of employment generated from commercial development in the county. Three land use prototypes were selected for the nexus analysis, based on common categories of commercial development in Marin County: 1) Office, R&D, and medical office uses; 2) Retail, restaurants, and services; and 3) Hotel.

Each land use prototype is assumed to be 100,000 square feet in floor area. This number was chosen not because it is necessarily typical of new commercial development, but rather as a round number to

simplify the calculations in the steps below. (In Section IV, more typical prototypes are designated to evaluate feasibility.)

Step 2. Estimate the number of workers that will work in the new commercial space.

The Consultant Team estimated the employment density for each prototype based on national survey data on employment density for commercial land uses and other sources. The employment density is expressed as the number of square feet of building area per worker.[1] For example, a building prototype of 100,000 sf and employing 100 workers would have an employment density of 100,000 / 100 = 1,000 square feet per worker.

Step 3. Estimate the number of new households represented by these new workers.

Since there are multiple wage earners in a household, the number of new workers must be translated into a number of households. This adjustment is based on the average number of wage-earners per worker household for Marin County (1.60), estimated from the U.S. Census Bureau American Community Survey 5-Year Estimates, 2015-2019.

Step 4. Estimate wages of new workers.

The first step in calculating employee wages is to identify industries that are typically associated with each prototype. Using industry data from the U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), industries were identified that are associated with each land use category. The next step is to identify all the occupations that are associated with each industry based on data provided by the U.S. Bureau of Labor Statistics (BLS). The national BLS occupational matrix is then calibrated to match the county's employment mix by weighting the national employment distribution to reflect the distribution of employment by industry within Marin County. Finally, the average wage by worker is calculated using data on average annual wages by occupation in the San Francisco-Oakland-Berkeley Metropolitan Statistical Area from the Bureau of Labor Statistics.

Step 5. Estimate household income of worker households.

Worker wage estimates from the previous step are then converted to household incomes. This step assumes that the income of the second wage-earner is similar to the wage of the first wage-earner. According to the U.S. Census Bureau American Community Survey 5-Year Estimates, 2015-2019, there are 1.60 wage-earners per worker household in Marin County. Individual worker wages are therefore multiplied by 1.60 to represent household incomes.

Step 6. Calculate the number of households that would be eligible for affordable housing divided into relevant income categories.

The average household size in Marin is 2.4 persons, based on the US Census, American Community Survey 5-Year Estimates, 2015-2019. Because household income tables are organized by whole numbers, the average household size was rounded down to 2 persons. Thus, the income groups are defined for a household size of two persons and based on standard household income categories used

[1] The analysis takes into account the effects of physical distancing and remote work on employment density by estimating slightly higher assumptions of square feet per employee in office/R&D buildings than were typical before the COVID-19 pandemic.

in California. The income categories analyzed include very low-, low-, and moderate-income households.[2]

STEPS 7-9: CALCULATION OF THE HOUSING AFFORDABILITY GAP (SEE SECTION III)

The affordability gap represents the difference between what households can afford to pay for housing and the development cost of new housing. As part of the In-lieu Fee Study Calculation memo already submitted to participating jurisdictions, the Consultant Team analyzed the affordability gap of new rental and for-sale housing units. The In-lieu Fee Study identified the affordability gap for one rental prototype (rental stacked flats) and two for-sale housing prototypes (condo townhomes and single-family subdivision units) for very low-, low-, and moderate-income households. The affordability gap findings of this previous analysis were applicable here because the household incomes of new worker households identified in Step 5 align with the household income categories that were considered in that analysis. The steps below describe how the affordability gap analysis from the In-lieu Fee Study was adapted for this analysis.

Step 7. Estimate affordable rents and housing prices for households in the targeted income groups.

As part of the In-lieu Fee Study, the affordable rent levels and for-sale housing prices were estimated for each of the worker household income categories described above. Households with incomes in the very low-income range are assumed to occupy rental housing. Households in the low- and moderate-income ranges are assumed to require a combination of rental and for-sale housing. The respective rents and sales prices that are affordable to these households were based on the income limits used by the Marin Housing Authority and the California Department of Housing and Community Development.

Step 8. Estimate the development cost of new housing.

As part of the In-lieu Fee Study, the Consultant Team estimated the typical development costs of new units in rental apartment, townhome condo, and single family subdivision developments.

Step 9. Calculate the affordability gap.

The affordability gap is calculated for each of the three income categories. Very low-income households are assumed to be renters, so the affordability gap is the difference between the cost of developing new rental housing and what those households can afford to pay, based on the gap for the rental prototype analyzed in the In-lieu Fee Study. Since low-income and moderate-income households are expected to include a mix of renters and homeowners, the overall gap per household for these income categories is calculated as the average of the three affordability gaps for all three housing types that were considered in the In-lieu Fee Study.

To estimate the total affordability gap for each commercial land use prototype, the total number of very low-, low-, and moderate-income new worker households for each prototype is multiplied by the corresponding affordable housing gap figure.

[2] The occupation and wage analysis found no extremely low-income households. These households are defined as earning less than 30 percent of area median income and do not typically earn wages from permanent employment.

STEP 10: CALCULATION OF MAXIMUM LINKAGE FEES (SEE SECTION IV)

Step 10. Calculate maximum justifiable commercial linkage fees for each prototype.

For each category of land use, the maximum fee per square foot is the total affordability gap calculated in Step 9 divided by the floor area of the land use prototype (100,000 square feet for each).

MARKET FACTORS, FEASIBILITY, AND OTHER POLICY CONSIDERATIONS (SECTION V)

This section of this report contains a discussion and analysis of policy considerations jurisdictions should review before enacting a commercial linkage fee. Typically, a commercial linkage fee is set at a level significantly below the maximum justifiable fee determined in the nexus study. Thus, considerations for setting appropriate fee levels include the impact of fees on the total development costs of typical commercial projects. Jurisdictions will also want to be cognizant of similar linkage fees charged in nearby or comparable cities as well as the amount the commercial linkage fee will raise their existing municipal fees. To facilitate an analysis of these considerations, the Consultant Team created a set of illustrative "fee scenarios" to highlight the fees' impact on development costs and the existing set of municipal fees for each jurisdiction. These fee scenarios were tested on three development prototypes representative of the three commercial land uses that were evaluated in the nexus study. These "feasibility prototypes" were created based on recent and proposed commercial development projects in Marin County, and in consultation with local developers. Following this analysis is a section with recommendations for setting the fees, as well as a brief analysis of the potential revenues that could be generated by implementing the fee recommendations.

UNIFIED FEE PROPOSAL AND FULFILLING STATE REQUIREMENTS FOR ADOPTION (SECTION VI)

The final section of the report considers the commercial linkage fee program to be formally proposed by the seven jurisdictions based on the recommendations in Section V. To establish more consistency and uniformity across jurisdictions, each of the jurisdictions plans to propose the same schedule of fees in their respective communities. The section first includes an overview of the fees in comparison to the linkage fees currently in place in some of the jurisdictions. Based on the unified fee proposal, Strategic Economics estimated the potential affordable housing revenues that could be raised over a five year period. Strategic Economics also performed further analysis on the unified fee proposal to fulfill the requirements of recently passed state legislation (AB 602) relating to impact fees imposed on new development. As required by AB 602, Strategic Economics summarized the revenues collected from each of the three existing fee programs and provided a justification for the new level of service advanced by the new fee program. Finally, the section concludes with a discussion of the purpose of these fees and the role of new commercial development to contribute to funding affordable housing in Marin County.

II. COMMERCIAL LINKAGE FEE NEXUS ANALYSIS

This section describes each step of the nexus analysis in detail, including Steps 1 through 6 outlined in the previous section.

Step 1: Commercial Prototypes

This study examined the jobs-housing linkage for three commercial land use prototypes, which are described below. These prototypes were selected because they are the most common categories of commercial development in Marin County, based on a review of recently built, planned, and proposed projects.[3]

1. **Office/ R&D/ Medical Office**: Includes professional and business services offices, medical/dental office, and research and development.
2. **Retail/Restaurants/Services:** Includes retail stores, eating and drinking places (cafes, restaurants, bars, etc.), and personal and financial services such as salons, drycleaners, retail banks.
3. **Hotel**: Includes full-service hotels, limited-service hotels, motels, and other lodging.

The nexus analysis is calculated based on a 100,000 square foot building, but the actual development projects that are likely to occur in Marin will be smaller. [4] Since the fee is calculated on a per-square-foot basis, the fee would be proportional to the size of the development project.

Step 2: Number of Workers

For each building prototype, an average employment density was applied based on a combination of national survey data for existing commercial buildings and a review of other recently completed linkage fee nexus studies. Figure 1 summarizes the available research on employment density by building type that formed the basis for establishing average employment density assumptions for the nexus model.

Figure 2 shows the assumptions on worker density for each commercial land use prototype, measured by the average number of square feet per worker. A lower number of square feet per worker implies a higher worker density, which leads to a higher estimate of worker households. For each prototype, the Consultant Team selected an employee density number in the middle of the range; this is a more conservative approach to avoid overestimating the maximum linkage fee amount. The density factors represent the average density for the prototypes; individual projects and buildings may have a greater or lower worker density than the average.

The employee density factor is multiplied by the prototype's floor area (100,000 square feet) to calculate the total number of workers in each commercial prototype. The density assumption is used to generate the total number of direct workers occupying the commercial space in each prototype.

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[3] Some commercial developments will lie outside the three major categories of land use analyzed in this study. Examples of such land uses include industrial projects, assisted living facilities, and child care centers. Jurisdictions may still charge a commercial linkage fee on these land uses provided the applicant for development supplies estimates of jobs and wages that accompany the new development.

[4] Section V contains financial feasibility testing on a more detailed set of prototypes that would be typical of new development in Marin County. These feasibility prototypes vary in size and contain additional details such as parking, number of floors, and land area.

- **Office/Medical Office/R&D**. The average density assumption for office is 375 square feet per worker. This is a blended average that represents a combination of business office spaces (estimated to be approximately 300 square feet per worker in the Bay Area), nonprofit offices, medical office, (typically estimated at approximately 500 square feet per worker) and R&D, (approximately 350 square feet per worker).[5] Note that there are limited sources on R&D employee density, so the R&D density assumption is based on qualitative research from previous work in the Bay Area conducted by the Consultant Team.
- **Retail/Restaurants/Services**. Worker density varies widely for this category depending on the specific use (food service, grocery stores, dry goods retail, and services all have different average densities). Worker densities are typically higher for independent retailers and tenants in smaller-scale neighborhood centers and urban locations than in large-scale big box retail (around 600 square feet per worker). For this reason, Strategic Economics used a slightly higher density number of 450 square feet per worker.
- **Hotel**. The average employment density assumption for visitor accommodations is 0.70 workers per room (or approximately 880 square feet per worker).[6] This density is consistent with the Vallen and Vallen estimate for select service mid-scale hotels, which are in between full-service "luxury" properties and economy properties. Select service hotels are typical of new development in Marin.

[5] In the last decade, there has been a trend towards an increasing density of workers (225-250 square feet per worker) occupying open format office spaces. Since the onset of the COVID-19 pandemic, there is anecdotal evidence suggesting that the trend may be reversing as firms implement measures to create more physical distancing and allow employees to work from home. For this reason, the Consultant Team used a density number for business office that represents a return to conventional office spaces rather than open layouts.

[6] The assumption of 880 square feet per worker for visitor accommodations assumes an average 0.70 workers per hotel room and an average room size of 615 square feet of gross building area per room.

FIGURE 1. EMPLOYMENT DENSITY DATA AND SOURCES

Employee Density Figure	Source
Visitor Accommodations	
1.5 workers per full-service (luxury) hotel room	Vallen and Vallen, "Chapter 1: The Traditional Hotel Industry," Check-In, Check-Out, 2012
0.5 to 1.0 workers per room for "in-between" hotels	Vallen and Vallen, "Chapter 1: The Traditional Hotel Industry," Check-In, Check-Out, 2012
As few as 0.25 workers per room for "budget" hotels	Vallen and Vallen, "Chapter 1: The Traditional Hotel Industry," Check-In, Check-Out, 2012
Retail	
605 square feet per worker	A.C. Nelson, "Reshaping Metropolitan America" (based on calculations from EIA survey)
368 square feet per worker	"San Francisco Jobs Housing Nexus Analysis", Keyser Marston Associates, 2019
400 square feet per worker	Study Session: City of Emeryville Impact Fees, Helen Bean, Director, Economic Development and Housing Department, 2014.
Office	
306 square feet per worker	Building Owners and Managers Association Survey, 2012
434 square feet per worker	Energy Information Administration, 2003 Commercial Buildings Energy Consumption Survey, Rev. 2006
300 square feet per worker	A.C. Nelson, "Reshaping Metropolitan America," 2013
250-350 square feet per worker	San Mateo County Housing Needs Study, Economic & Planning Systems, 2006
300 square feet per worker	Jobs Housing Impact Fee Draft Nexus Study: City of Napa, CA, Vernazza Wolfe Associates Inc., 2011
312.5 square feet per worker	Housing Impact Fee Nexus Study: Mountain View, CA, KMA, 2012
Medical Office	
484 square feet per worker for outpatient care	Energy Information Administration, 2003 Commercial Buildings Energy Consumption Survey: Building Characteristics Tables, Revised June 2006;
513 square feet per worker for inpatient care	Energy Information Administration, 2003 Commercial Buildings Energy Consumption Survey: Building Characteristics Tables, Revised June 2006;

Note: Many studies of worker density are older. Because information on worker densities is not collected by any public agency, estimates must rely on other studies, which are not routinely done.

FIGURE 2. EMPLOYMENT DENSITY BY PROTOTYPE

Commercial Prototype	Prototype Size	Average Worker Density	Number of Workers in Prototype
Office/Medical Office/R&D	100,000 sq. ft.	375 sq. ft. per worker	267 workers
Retail/Restaurant/Services	100,000 sq. ft.	450 sq. ft. per worker	222 workers
Hotel	100,000 sq. ft.; 163 rooms*	880 sq. ft. per worker; 0.70 workers per room	114 workers

* Assumes the gross building area is 615 square feet per room.
Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

Step 3: Number of Worker Households

Based on the total number of workers directly employed in the prototypes, the Consultant Team estimated the total number of worker households. The number of worker households is calculated by dividing the number of workers by the average number of wage-earners per household in Marin County. Based on data from the U.S. Census American Community Survey 5-Year Estimates, 2015-2019, there is an average of 1.60 workers per household in Marin. The calculation of total new worker households is shown in Figure 3 below, ranging from 71 for hotel to 167 for office.

FIGURE 3. NUMBER OF WORKER HOUSEHOLDS BY PROTOTYPE

Commercial Prototype	Number of New Workers	Workers per Household	Number of New Worker Households
Office/ Medical Office/ R&D	267	1.60	167
Retail/Restaurant/Services	222	1.60	139
Hotel	114	1.60	71

Sources: US Census, American Community Survey 3-Year Estimates, 2015-2019; Strategic Economics and Vernazza Wolfe Associates, 2021.

Step 4: Worker Wages

The first step in calculating employee wages is to establish a list of the industries associated with each prototype (as defined by the North American Industry Classification System, or "NAICS"). Using industry data from Quarterly Census of Employment and Wages (QCEW), industries were associated with each land use prototype. Figures 4 through 6 below list the industries associated with each prototype.

FIGURE 4. DEFINITION OF INDUSTRIES FOR OFFICE/MEDICAL OFFICE/R&D PROTOTYPE

NAICS Code	Description	Percent Total Workers in Prototype
5617	Services to buildings and dwellings	9.2%
5511	Management of companies and enterprises	8.8%
5415	Computer systems design and related services	6.5%
6214	Outpatient care centers	6.4%
5416	Management and technical consulting services	5.8%
6211	Offices of physicians	4.9%
6212	Offices of dentists	3.9%
5112	Software publishers	3.9%
5412	Accounting and bookkeeping services	3.9%
5313	Activities related to real estate	3.0%
5239	Other financial investment activities	3.0%
5413	Architectural and engineering services	2.9%
5611	Office administrative services	2.9%
5411	Legal services	2.7%
5221	Depository credit intermediation	2.3%
5311	Lessors of real estate	2.1%
5613	Employment services	2.1%
8133	Social advocacy organizations	2.0%
5419	Other professional and technical services	1.8%
8134	Civic and social organizations	1.7%
6213	Offices of other health practitioners	1.7%
5616	Investigation and security services	1.6%
5418	Advertising, pr, and related services	1.5%
5242	Insurance agencies and brokerages	1.4%
5619	Other support services	1.2%
5312	Offices of real estate agents and brokers	1.2%
5417	Scientific research and development services	1.1%
5111	Newspaper, book, and directory publishers	1.0%
5414	Specialized design services	1.0%
5231	Securities and commodity contracts brokerage	0.9%
5222	Nondepository credit intermediation	0.9%
6117	Educational support services	0.8%
8139	Professional and similar organizations	0.8%
3345	Electronic instrument manufacturing	0.7%
8132	Grantmaking and giving services	0.7%
5223	Activities related to credit intermediation	0.7%

FIGURE 4. DEFINITION OF INDUSTRIES FOR OFFICE/ MEDICAL OFFICE/ R&D PROTOTYPE, CONTINUED

NAICS Code	Description	Percent Total Workers in Prototype
5615	Travel arrangement and reservation services	0.7%
6114	Business, computer and management training	0.4%
5241	Insurance carriers	0.4%
5182	Data processing, hosting and related services	0.4%
5191	Other information services	0.3%
5173	Wired and wireless telecommunications carriers	0.3%
7114	Agents and managers for public figures	0.2%
7113	Promoters of performing arts and sports	0.1%
5122	Sound recording industries	0.1%
3391	Medical equipment and supplies manufacturing	0.1%
3344	Semiconductor and electronic component mfg.	0.02%
Total		100%

Source: United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 2019; Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 5. DEFINITION OF INDUSTRIES FOR RETAIL/RESTAURANTS/SERVICES PROTOTYPE

NAICS Code	Description	Percent Total Workers in Prototype
7225	Restaurants and other eating places	38.6%
4451	Grocery stores	13.3%
4411	Automobile dealers	4.5%
4533	Used merchandise stores	3.7%
4441	Building material and supplies dealers	3.2%
8121	Personal care services	3.2%
4481	Clothing stores	3.1%
4422	Home furnishings stores	2.9%
4522	Department stores	2.9%
4461	Health and personal care stores	2.9%
4523	General merchandise stores, including warehouse clubs and supercenters	2.6%
4511	Sporting goods and musical instrument stores	2.3%
5121	Motion picture and video industries	1.6%
7223	Special food services	1.6%
8129	Other personal services	1.6%
4431	Electronics and appliance stores	1.5%
4471	Gasoline stations	1.3%
4539	Other miscellaneous store retailers	1.2%
8123	Drycleaning and laundry services	1.1%
4541	Electronic shopping and mail-order houses	0.8%
4413	Auto parts, accessories, and tire stores	0.8%
4452	Specialty food stores	0.7%
4532	Office supplies, stationery, and gift stores	0.6%
4512	Book stores and news dealers	0.5%
4421	Furniture stores	0.5%
7224	Drinking places, alcoholic beverages	0.5%
5321	Automotive equipment rental and leasing	0.5%
4442	Lawn and garden equipment and supplies stores	0.3%
4453	Beer, wine, and liquor stores	0.3%
4482	Shoe stores	0.3%
5322	Consumer goods rental	0.3%
4483	Jewelry, luggage, and leather goods stores	0.2%
4412	Other motor vehicle dealers	0.2%
8122	Death care services	0.2%
4531	Florists	0.1%
4542	Vending machine operators	0.02%
4543	Direct selling establishments	0.02%
Total		100%

Source: United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 2019; Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 6. DEFINITION OF INDUSTRIES FOR HOTEL PROTOTYPE

NAICS Code	Description	Percent Total Workers in Prototype
7211	Traveler accommodation	100%

* Note: Unlike other prototypes, the visitor accommodations prototype only includes one NAICS industry category.
Source: United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 2019; Strategic Economics, 2020.

The next step is to identify all the occupations that are associated with each industry based on data provided by the U.S. Bureau of Labor Statistics (BLS). The best available data is at the national level; state level industry-occupation data exist but do not include all relevant industries. The national BLS occupational matrix is calibrated to match the county's employment mix by weighting the national employment distribution to reflect the distribution of employment by industry within Marin County. Finally, the average wage by worker is calculated using data on average annual wages by occupation in the San Francisco-Oakland-Berkeley Metropolitan Statistical Area (the smallest geographic level at which wage data are available) from the Bureau of Labor Statistics.

Figure 7 below summarizes the results of these calculations, computing the average weighted wages[7] for each prototype. As shown, office/medical office/R&D employees have the highest average wage of the three prototypes, reflecting a greater mix of higher salary occupations in that use. The lowest average annual wages are in the retail/restaurants/services category. Due to the level of detail associated with the data on occupational wages, the full occupation mix in each land use prototype are shown in Figures 35 through 37 at the end of this report.

FIGURE 7. AVERAGE ANNUAL WAGE BY PROTOTYPE

Commercial Prototype	Weighted Average Annual Wage (a)
Office/Medical Office/R&D	$85,441
Retail/Restaurant/Services	$37,493
Hotel	$46,473

(a) Average wages are weighted to account for the proportion of jobs in each occupational wage category.

Source: United States Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 2019; United States Bureau of Labor Statistics, Occupational Employment and Wage Estimates, 2019; Strategic Economics and Vernazza Wolfe Associates, 2021.

[7] The weighted average wage accounts for the proportion of jobs in each occupational category.

Step 5: Household Incomes

Based on the employee wage calculations discussed above, household incomes are estimated for each land use prototype. As a standard assumption for nexus studies, the average worker wage is multiplied by the number of wage-earners per household to calculate the annual household income. According to the U.S. Census Bureau American Community Survey 5-Year Estimates, 2015-2019, the average number of wage-earners per household in Marin County is 1.6. The average annual wage per employee within each occupation was multiplied by 1.6 to determine annual average household income.

Step 6: Household Income Categories

Employee households are then categorized as extremely low-, very low-, low-, moderate-, or above moderate-income based on standard income definitions based on percentage of Area Median Income (AMI).

According to the U.S. Census Bureau American Community Survey 5-Year Estimates, 2015-2019, the average household size in Marin County is 2.4. To reference the available income tables, this has been rounded to 2, the nearest whole number. The income categories for very low-, low-, and moderate-income households, are therefore based on the household size of two persons, using the income thresholds shown in Figure 8.[8] Note that this analysis uses 2020 income thresholds to match up with the affordability gap calculations which were also based on 2020 income figures.

FIGURE 8. AMI LEVELS FOR 2-PERSON HOUSEHOLDS IN MARIN COUNTY, 2020

Income Category	Maximum Income
Area Median Income (100% AMI)	$114,500
Extremely Low-income (<30% AMI)	$34,350
Very Low-income (31-50% AMI)	$57,250
Low-income (51-80% AMI)	$91,600
Moderate-income (81-120% AMI)	$137,400

Source: Marin Housing Authority, 2020. Strategic Economics and Vernazza Wolfe Associates, 2021.

Using the income categories described above, the new worker households were sorted into income groups. As shown in Figure 9 below, the distribution of workers within each income group varies markedly between the prototypes. The majority of employment in retail/restaurants/services is in the very low-income group, while the majority of hotel workers are in the low-income group. Employment in office/medical office/R&D tends to be distributed more in the higher income groups. According to the results of this analysis, the primary affordable housing need associated with these prototypes is at the very low-income, low-income, and moderate-income levels. While the results of this analysis did not demonstrate demand from extremely low-income worker

[8] Rounding to two persons per household is a conservative estimate. Using a larger household size assumption would result in a higher maximum commercial linkage fee calculation.

households associated with new commercial development, it is understood that there are worker households in Marin County that require extremely low-income housing.

FIGURE 9. NUMBER OF WORKER HOUSEHOLDS BY INCOME CATEGORY

Land Use	Number of Worker Households	Percent of Workers In Prototype
Office/Medical Office/R&D		
Extremely Low (<=30% AMI) (a)	0	0%
Very Low-income (31-50% AMI)	4	2%
Low-income (51-80% AMI)	67	40%
Moderate-income (81-120% AMI)	26	16%
Above 120% AMI (b)	69	42%
Total Households Requiring Affordable Housing	**97**	**100%**
Total Households	**166**	
Retail/Restaurants/ Services		
Extremely Low (<=30% AMI) (a)	0	0%
Very Low-income (31-50% AMI)	74	53%
Low-income (51-80% AMI)	59	42%
Moderate-income (81-120% AMI)	4	3%
Above 120% AMI (b)	2	1%
Total Households Requiring Affordable Housing	**137**	**100%**
Total	**139**	
Hotel		
Extremely Low (<=30% AMI) (a)	0	0%
Very Low-income (31-50% AMI)	14	19%
Low-income (51-80% AMI)	49	69%
Moderate-income (81-120% AMI)	4	6%
Above 120% AMI (b)	4	6%
Total Households Requiring Affordable Housing	**67**	**100%**
Total	**71**	

Notes:

(a) The methodology used to estimate worker household incomes relies on identifying the weighted averages of a large number of occupations present in each land use prototype. According to the results of this analysis, the primary affordable housing need associated with these prototypes is at the very low-income, low-income, and moderate-income levels. While this methodology does not estimate demand from extremely low-income worker households associated with new commercial development, it is understood that there are worker households in Marin County that require extremely low-income housing.

(b) Worker households earning above 120% AMI are expected to be able to afford market-rate rental or ownership housing, and therefore they are not incorporated in the affordability gap calculation.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

III. HOUSING AFFORDABILITY GAP

This section summarizes the approach to calculating the housing affordability gap and the results of the analysis (steps 7, 8 and 9). The steps outlined here draw upon a previous estimation of affordability gaps in the In-lieu Fee Study. A more detailed explanation of the methodology and assumptions for the affordability gap calculation can be found in that study ("Inclusionary Program Study and In-lieu Fee Calculation").

Methodology

The housing affordability gap is defined as the difference between what very low-, low-, and moderate-income households can afford to pay for housing and the development cost of building new housing units.[9] From the nexus methodology section at the beginning of this report, calculating the housing affordability gap involves the following steps 7 through 9:

7. Estimating affordable rents and housing prices for households in the targeted income groups.

8. Estimating development costs of building new housing units, based on current cost and market data.

9. Calculating the difference between what renters and owners can afford to pay for housing and the cost of development of rental and ownership units to arrive at the "affordability gap."

Step 7: Estimating Affordable Rents and Sales Prices

The first step in calculating the housing affordability gap is to determine the amount that households at the targeted income levels can afford to pay for housing. As introduced in Step 6, for eligibility purposes, most affordable housing programs define very low-income households as those earning 31 to 50 percent of area median income (AMI), low-income households as those earning between 51 and 80 percent of AMI, and moderate-income households as those earning between 81 and 120 percent of AMI.[10]

Households with incomes in the very low range are assumed to live in rental housing. Households in the low and moderate ranges are assumed to live in a mix of rental and ownership housing. While the nexus analysis identified some new worker households that would fall above the moderate-income range (above 120 percent of AMI), the Consultant Team did not calculate an affordability gap for this group because it is expected they would find housing at market rates.

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[9] As shown in the previous section, there are no households created by commercial development in the extremely low-income range (zero to 30 percent of AMI).

[10] Drawing on the In-lieu Fee Study, very low-income households were assumed to be at 50% AMI; Low-income households were assumed to be at 70% AMI for ownership housing and 65% AMI for rental housing. Moderate-income households were assumed to be at 110% AMI for ownership housing and 90% AMI for rental housing.

Figure 10 shows the maximum monthly rents and supportable debt for rental housing, as determined by the In-lieu Fee study. Renters are assumed to pay a maximum of 30 percent of their gross monthly income on total housing costs for the housing to be considered "affordable". The maximum rent is then identified after deducting utility costs from monthly income. It is assumed that one-to-three person households occupy these units. In order to calculate the affordability gap, the affordable rents were converted to supportable debt. The supportable debt represents the one-time value of the rental revenue stream, incorporating assumptions about operating expenses, reserves, vacancy and collection loss, and mortgage terms.

FIGURE 10. AFFORDABLE RENTS AND SUPPORTABLE DEBT BY UNIT TYPE

	Studio	1-BR	2-BR	Weighted Average (a)
Maximum Affordable Rents				
Very Low-income (50%)	$1,209	$1,379	$1,539	**$1,426**
Low-income (65%)	$1,584	$1,809	$2,022	**$1,872**
Moderate-income (90%)	$2,210	$2,524	$2,827	**$2,614**
Supportable Debt				
Very Low-income (50%)	$39,393	$66,904	$92,699	**$74,471**
Low-income (65%)	$100,036	$136,236	$170,691	**$146,398**
Moderate-income (90%)	$153,206	$191,816	$229,058	**$202,852**

Notes:

(a) The weighted average incorporates a unit mix assumption of 50% 1-bedrooms, 40% 2-bedrooms, and 10% studio units.

Source: Marin Housing Authority, 2020; Strategic Economics and Vernazza Wolfe Associates, 2021.

Figure 11 shows the maximum sales prices for homeowners, as determined by the In-lieu Fee Study. Homeowners are assumed to pay a maximum of 33 percent of gross monthly income on total housing costs. The maximum affordable price for for-sale housing is then calculated based on the total monthly mortgage payment that a homeowner could afford, using typical mortgage loan assumptions for income-restricted ownership housing, as well as other housing cost assumptions such as homeowner's association (HOA) fees.[11] It is assumed that four-to-six person households occupy these units. Due to varying HOA costs, the maximum sales price varies slightly between the two ownership prototypes, condominium townhomes and single-family subdivision units.

[11] The housing cost assumptions for homeowners are based on correspondence with the Marin Housing Authority. It is assumed the homeowner pays a 5% downpayment, and their mortgage is 30-year fixed rate, with an interest rate of 3.8%. Other annual housing costs include: 1) Homeowner's insurance costing 0.28% of the sales price; 2) Property tax rate of 1.5% the sales price; 3) Private mortgage insurance premium rate of 0.85% the amount financed; 4) Interior property insurance of $1,200; and 5) homeowner's association fees of $0.35 per square foot for condominium units and $0.25 for single-family units.

FIGURE 11. AFFORDABLE SALES PRICES BY UNIT TYPE

	Condo Townhome			Single-Family Subdivision		
	3-BR	4-BR	Weighted Average (a)	3-BR	4-BR	Weighted Average (a)
Low-income (70%)	$326,986	$369,293	$341,089	$344,076	$379,167	$361,622
Moderate-income (110%)	$572,582	$643,220	$596,128	$589,581	$653,042	$621,311

Notes:

(a) The weighted average for the condo townhome assumes a unit mix of 66% three-bedrooms units and 33% four-bedroom units. For the single-family subdivision, it is assumed half of the units have three bedrooms and half have four bedrooms.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

Step 8: Estimating Housing Development Costs

The next step in calculating the housing affordability gap is to estimate the cost of developing new housing units to address the housing need. As part of the In-lieu Fee Study, the Consultant Team estimated development costs for three prototypes: a single-family subdivision, a development of condominium townhomes, and a rental apartment development. The estimated development costs of those prototypes are shown below in Figure 12.

FIGURE 12. TOTAL DEVELOPMENT COSTS BY PROTOTYPE

Cost Category	Single Family Subdivision	Condominium Townhome	Rental Apartments
Per Unit			
Land Cost	$350,000	$200,000	$75,000
Hard Costs	$335,343	$371,640	$382,228
Soft Costs	$96,028	$100,057	$106,605
Development Costs	**$781,371**	**$671,697**	**$563,833**
Per Net Residential Sq. Ft.			
Land Cost	$159	$111	$94
Hard Cost	$152	$206	$478
Soft Costs	$44	$56	$133
Development Costs	**$355**	**$373**	**$705**

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

Step 9: Calculating the Housing Affordability Gap

The final step is to calculate the housing affordability gap, or the difference between what renters and owners can afford to pay and the total cost of developing new units. The purpose of the housing affordability gap calculation is to help determine the fee amount that would be necessary to cover the cost of developing housing for very low-, low-, and moderate-income households. The calculation does not assume the availability of any other source of housing subsidy because not all housing is built with public subsidies, and tax credits and tax-exempt bond financing are highly competitive programs that will not always be available to developers of modest housing units.

Figures 13 and 14 shows the housing affordability gap calculation for the rental prototype and the two ownership prototypes respectively.

- For the rental prototype, the gap is defined as the difference between the per-unit cost of development and the supportable debt per unit. The supportable debt is calculated based on the net operating income generated by an affordable monthly rent, incorporating assumptions about operating expenses (including property taxes, insurance, etc.), reserves, vacancy and collection loss, and mortgage terms.

- For the ownership housing prototypes, the gap is calculated as the difference between the per-unit cost of development and the affordable sales price for each income level. To calculate the maximum affordable sales price, Strategic Economics relied on the approach used by Marin Housing Authority for local affordable housing homeownership programs. The mortgage is assumed to be 30-year fixed rate, with an interest rate of 3.8 percent, which is a typical rate at the time of research (December 2020). The owner is assumed to put down a five percent down payment, which is standard for conventional and CalFHA loans. Other monthly housing costs include homeowners' association dues, property taxes, homeowners' insurance, interior property insurance, and premiums for private mortgage insurance.

Note that for each prototype, the gaps shown for each income level are the weighted average of the specific gaps for each unit type in the prototype.

The average affordability gap for each income group was then calculated by averaging the affordability gaps for each prototype, shown in Figure 15. Since it is assumed that all households in the very low-income group are renters, the average affordability gap is simply the rental gap.

For more explanation, see the In-lieu Fee Study.

FIGURE 13. AFFORDABILITY GAP CALCULATION FOR RENTAL HOUSING BY INCOME GROUP

	Supportable Debt (a)	Development Costs (b)	Affordability Gap (c)
Very Low-income (50%)	$74,471	$564,000	$489,529
Low-income (65%)	$146,398	$564,000	$417,602
Moderate-income (90%)	$202,852	$564,000	$361,148

Notes:

(a) Calculated as net operating income generated by an affordable monthly rent, incorporating assumptions about operating expenses, reserves, vacancy and collection loss, and mortgage terms.

(b) Assumes development cost of $705 per net square foot on rental units.

(c) Calculated as the difference between development costs and supportable debt.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 14. AFFORDABILITY GAP CALCULATION FOR OWNERSHIP HOUSING BY INCOME GROUP

	Affordable Sales Price (a)	Development Cost (b)	Affordability Gap (c)
Condo Townhome			
Low-income (70%)	$341,089	$671,697	$330,608
Moderate-income (110%)	$596,128	$671,697	$75,568
Single-family Subdivision			
Low-income (70%)	$361,622	$781,371	$419,749
Moderate-income (110%)	$621,311	$781,371	$160,060

Notes:

(a) Based on affordable sales prices identified in Figure 14, this is the weighted average affordable sales price, incorporating the prototypes' overall unit mix.

(b) Assumes a development cost of $373 per square foot for the condo townhome, and $355 per square foot for the single-family subdivision.

(c) Calculated as the difference between the affordable sales price and development cost.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 15: AVERAGE AFFORDABILITY GAP FOR VERY LOW-, LOW-, AND MODERATE-INCOME HOUSEHOLDS

Income Level	Rental Gap	Ownership Gap Townhome	Ownership Gap SF Subdivision	Average Affordability Gap
Very Low-income (50% AMI)	$489,529	N/A	N/A	**$489,529**
Low-income (65% AMI Rental / 70% Owner)	$417,602	$330,608	$419,749	**$389,320**
Moderate-income (90% AMI Rental / 110% AMI Owner)	$361,148	$75,568	$160,060	**$198,925**

Note: The affordability gap for Above Moderate-income Households (more than 120 percent of AMI) is assumed to be zero.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

IV. MAXIMUM LINKAGE FEES

This section builds on the findings of the previous analytical steps to calculate the maximum justified linkage fees for each commercial prototype.

Step 10: Maximum Fee Calculation

To derive the maximum nexus-based fee for each land use prototype, the housing affordability gap amounts (see previous section) are applied to the number of worker households in each respective income category (Figure 9). The number of very low-, low-, and moderate-income households associated with each land use prototype is used to calculate the total affordability gap (Figure 16). The above moderate-income households are included in the number of worker households shown in Figure 16, but there is no affordability gap for this group and it does not contribute to the total affordability gap. Finally, the total gap for each land use prototype is divided by 100,000 square feet to calculate a maximum fee per square foot.

As shown in Figure 16, the maximum fee results (rounded to the nearest dollar) are $331 per square foot for office/medical office/R&D, $601 per square foot for retail/restaurants/services, and $267 per square foot for hotel.

The calculated linkage fees are relatively high because of the high cost of housing development in Marin, leading to large affordability gaps particularly for very low- and low-income households. The maximum fee calculation is highest for retail/restaurants/services because of the relatively low worker wage levels in these industries, combined with a moderate employee density. Hotel uses also employ a large share of lower wage workers, but have a much lower employee density, resulting in the lowest maximum fee of all of the uses. Finally, office/medical/R&D uses have a lower number of lower wage workers, but have the highest employment density, resulting in a maximum fee that is lower than retail/restaurants/services but higher than hotel.

The maximum fees shown in Figure 16 are <u>not the recommended fees for adoption</u>. They are the preliminary nexus-justified fees that represent the maximum that Marin jurisdictions could charge to mitigate affordable housing demand related to commercial development.

FIGURE 16. MAXIMUM COMMERCIAL LINKAGE FEES

Land Use	Number of Worker Households*	Average Gap (per Household)	Total Affordability Gap	Size of Prototype (SF)	Max Fee per SF
Office/Medical Office/R&D	166	$199,226	$33,116,879	100,000	$331
Retail/Restaurants/ Services	139	$432,496	$60,068,911	100,000	$601
Hotel	71	$374,089	$26,673,031	100,000	$267

* The number of worker households includes above moderate-income households. However, these households are assumed to have an affordability gap of zero and, therefore, do not affect the calculations of the total affordability gap and the maximum fee.

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

V. MARKET FACTORS, FEASIBILITY, AND OTHER POLICY CONSIDERATIONS

The previous section presented the maximum commercial linkage fees for each land use based on the nexus study. These fees are the maximum justifiable fee that jurisdictions can charge to mitigate the affordable housing need. However, for most jurisdictions, other factors are considered when enacting the commercial linkage fees, and, as a result, the fees are almost always set at a level significantly below the maximum amount that is justified by the nexus study.

This section considers market factors and their impact on the feasibility of a range of commercial linkage fee scenarios, as well as other policy factors each jurisdiction will want to consider when setting commercial linkage fees. The first subsection includes a brief market overview of commercial development in Marin County. That is followed by a review of commercial linkage fees in comparable cities, which inform a set of "fee scenarios" that are intended to illustrate a range of reasonable fee levels that could be adopted. Following that is a discussion highlighting the following policy considerations:

- An evaluation of the potential impact of the fee scenarios on the financial feasibility of commercial development; and
- An estimate of the amount the fee scenarios would raise existing municipal fees.

To inform this analysis, the Consultant Team reviewed recent development trends, spoke with local professionals in the development and building trades, and reviewed commercial linkage fee levels in comparable Bay Area jurisdictions.

Finally, this section makes a set of recommendations for setting the commercial linkage fees, including ranges for the fees, possible affordable housing revenues generated, and an approach for updating the fees.

Market Overview

Marin County is considered a secondary market for most commercial development in relation to San Francisco and the more urban areas of the East Bay. Consequently, Marin County's commands lower rents and attracts less development activity than the primary commercial real estate markets. In the last year, the COVID-19 pandemic has depressed the market for commercial development, with rising vacancy rates and decreasing revenues for office, retail, and hotel uses. This dynamic presents many challenges for the feasibility of new development projects.

Market conditions for each of the land use categories addressed in this study are discussed separately below in more detail.

OFFICE/MEDICAL OFFICE/R&D

Office employment in Marin is concentrated in downtown San Rafael, with a few areas of lower density office employment in North San Rafael, eastern Larkspur, and Sausalito (see Figure 17). Recent office development has included the San Rafael Corporate Center, a Class A office development in downtown San Rafael; Biomarin Pharmaceuticals, R&D lab space also in downtown San Rafael; and smaller office developments in San Anselmo and Corte Madera.

According to developers interviewed for this study, because of uncertainties about the timing of the COVID-19 economic recovery, many investors are delaying decisions about building new

commercial projects. It is unclear whether the Biomarin laboratories will attract additional demand for life sciences R&D space.

Historically, San Rafael has been the center of office development in Marin County. Once the demand for office returns, it is likely that new, larger-scale office and R&D developments will continue to be concentrated in downtown San Rafael. As the primary location for office uses, San Rafael is considered the strongest tier for office uses in Marin County. The other six jurisdictions have not captured significant office development in the last decade, and therefore comprise a weaker office market tier.

RETAIL/RESTAURANTS/SERVICES

Demand for brick-and-mortar retail development nationwide has slowed as an increasing share of retail sales move online. The shelter-in-place restrictions from COVID-19 have accelerated this trend, and it is unclear when significant demand for new retail space will return. Marin County has seen only a small amount of retail development in recent years, limited to single tenant stores such as the RH showroom in Corte Madera. Redevelopment plans for the Northgate Mall in San Rafael will reduce the overall retail area on the site while adding over 1,300 new housing units.

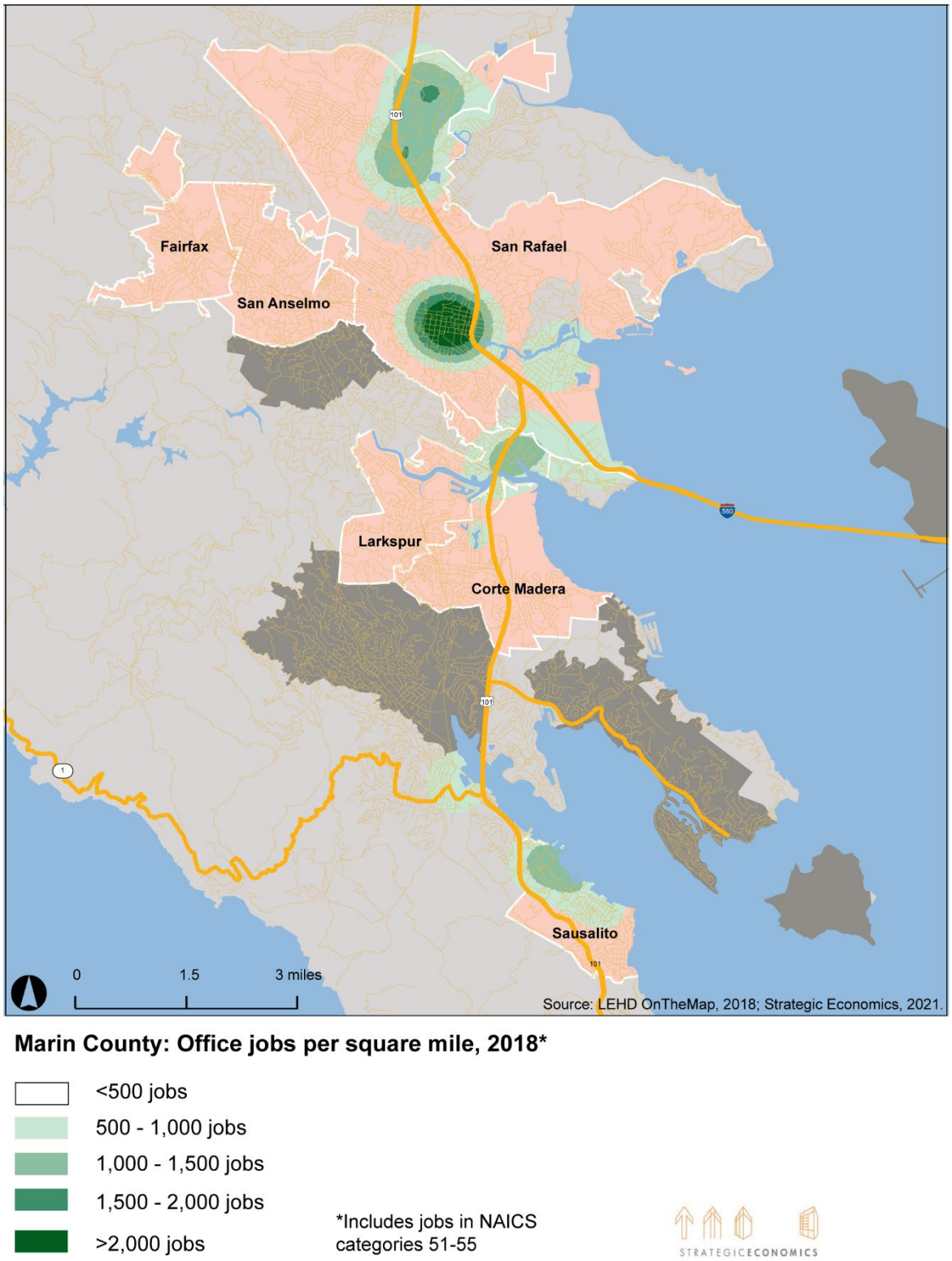
It is unlikely that the county will see significant new retail development in the coming years. When the market does recover, new retail is expected to be relatively small scale, serving a local trade area and/or any new residential development. Rather than concentrating in any one area of the county, retail is likely to be dispersed, favoring sites close to US-101, major highways with good visibility, or serving larger residential developments. For this reason, to the Consultant Team recommends that the jurisdictions adopt a relatively uniform commercial linkage fee. Jurisdictions may also wish to enact lower fees for small and independently-owned businesses. Many jurisdictions exempt retail spaces of under 5,000 square feet from these fees.

HOTEL

Located geographically in between San Francisco and Northern California's wine country, Marin County is a secondary market for hotel development. Business travel is an important component of demand in San Rafael, serving the downtown employment center, while the market in the remainder of the county is mostly composed of leisure travelers. Although the county has seen no new hotels in over twenty years, currently several hotels and motels have been proposed, planned, or are under construction. These new projects include two in downtown San Rafael (the select service AC Marriot and Hampton Inn and Suites), and three additional proposals in Corte Madera and Larkspur. All of these developments were planned and proposed before the start of the COVID-19 pandemic, with the AC Marriot already under construction.

The pandemic has taken a serious toll on hotel demand, causing developers that have yet to break ground to reconsider moving forward with their projects. Developers and industry leaders do not expect the market to recover for several years.

FIGURE 17: OFFICE EMPLOYMENT DENSITY IN MARIN COUNTY, 2018



Source: U.S. Census Longitudinal Employer-Household Dynamics, 2018; Strategic Economics and Vernazza Wolfe Associates, 2021.

Comparable Cities

Figures 18 through 20 show existing commercial linkage fees for the jurisdictions participating in this study alongside other comparable jurisdictions in Sonoma County, Napa County, San Mateo County, and San Francisco.

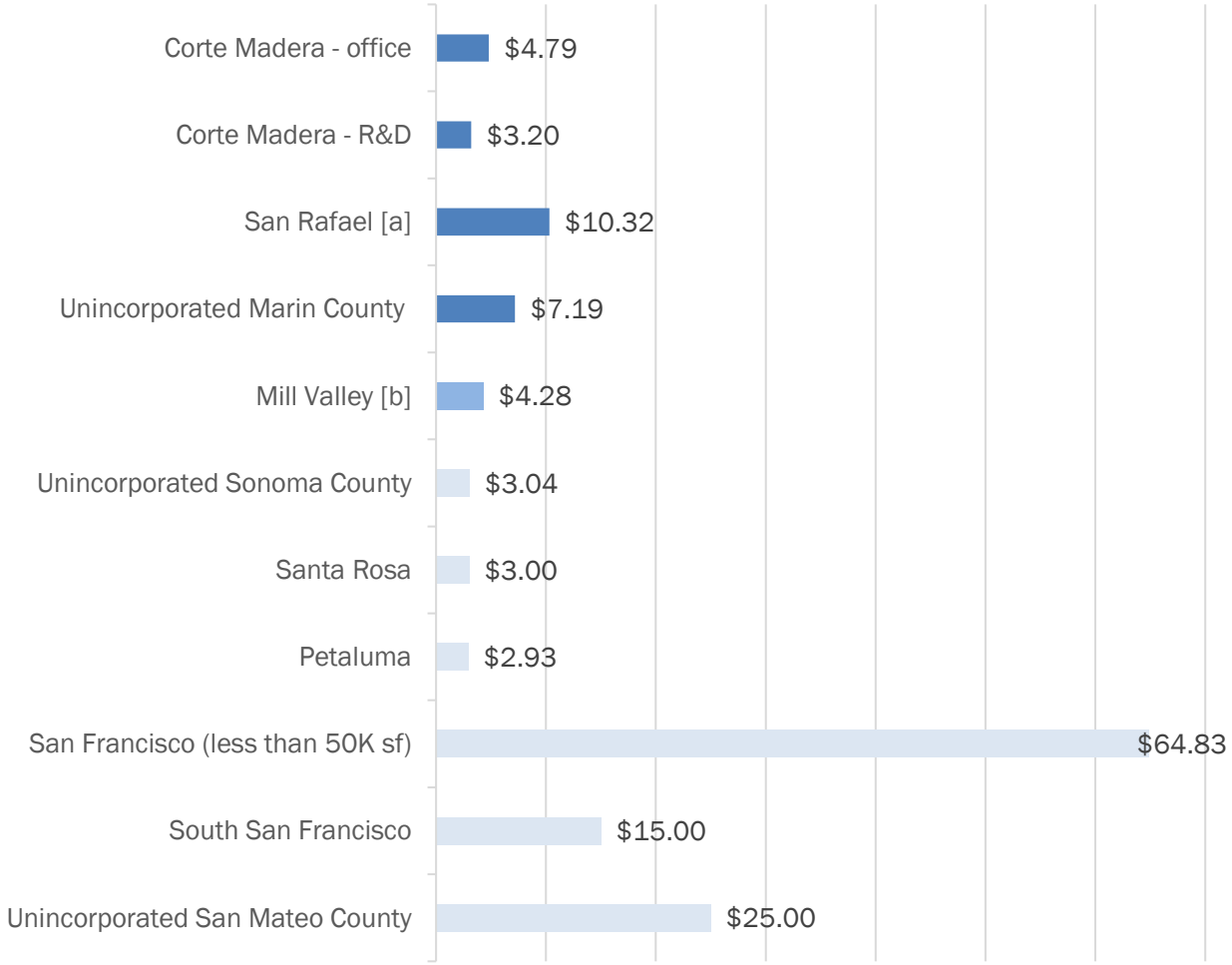
As shown in Figure 18, linkage fees for office/medical office/R&D land uses in Marin County range from $3.20 to $10.32 per square foot. The fee in San Rafael is at the high end of this range, reflecting its relative strength as an office center within the county. The selected jurisdictions from Sonoma County, (Petaluma, Santa Rosa, and Unincorporated Sonoma County) all charge approximately $3.00 per square foot. San Francisco, San Mateo County, and South San Francisco have stronger office markets than Marin and all charge much higher fees ranging from $15 to $65 per square foot.[12]

Figure 19 gives a comparison of linkage fees for retail/restaurants/services. These fees tend to be lower than what is charged for office, except in places where retail markets have been particularly strong. In Marin County the linkage fees on these uses range from $3.28 to $8.38, with Corte Madera at the top of the range. The selected jurisdictions in Sonoma County range from $3.00 to $5.25.

Figure 20 shows linkage fees for hotel uses in the comparable jurisdictions. Fees charged for hotel uses in Marin tend to be lower than for other uses, ranging from $1.20 to $4.63 per square foot. The selected communities in Sonoma County all charge approximately $3.00 per square foot, and the fee in the City of Napa is as high as $6.00 per square foot. The fee in San Francisco is more than $23 per square foot.

[12] South San Francisco is shown because it provides a reference point for life sciences industry clusters that have a high concentration of R&D space.

FIGURE 18: COMMERCIAL LINKAGE FEES FOR OFFICE/MEDICAL OFFICE/R&D ADOPTED IN MARIN AND COMPARABLE JURISDICTIONS

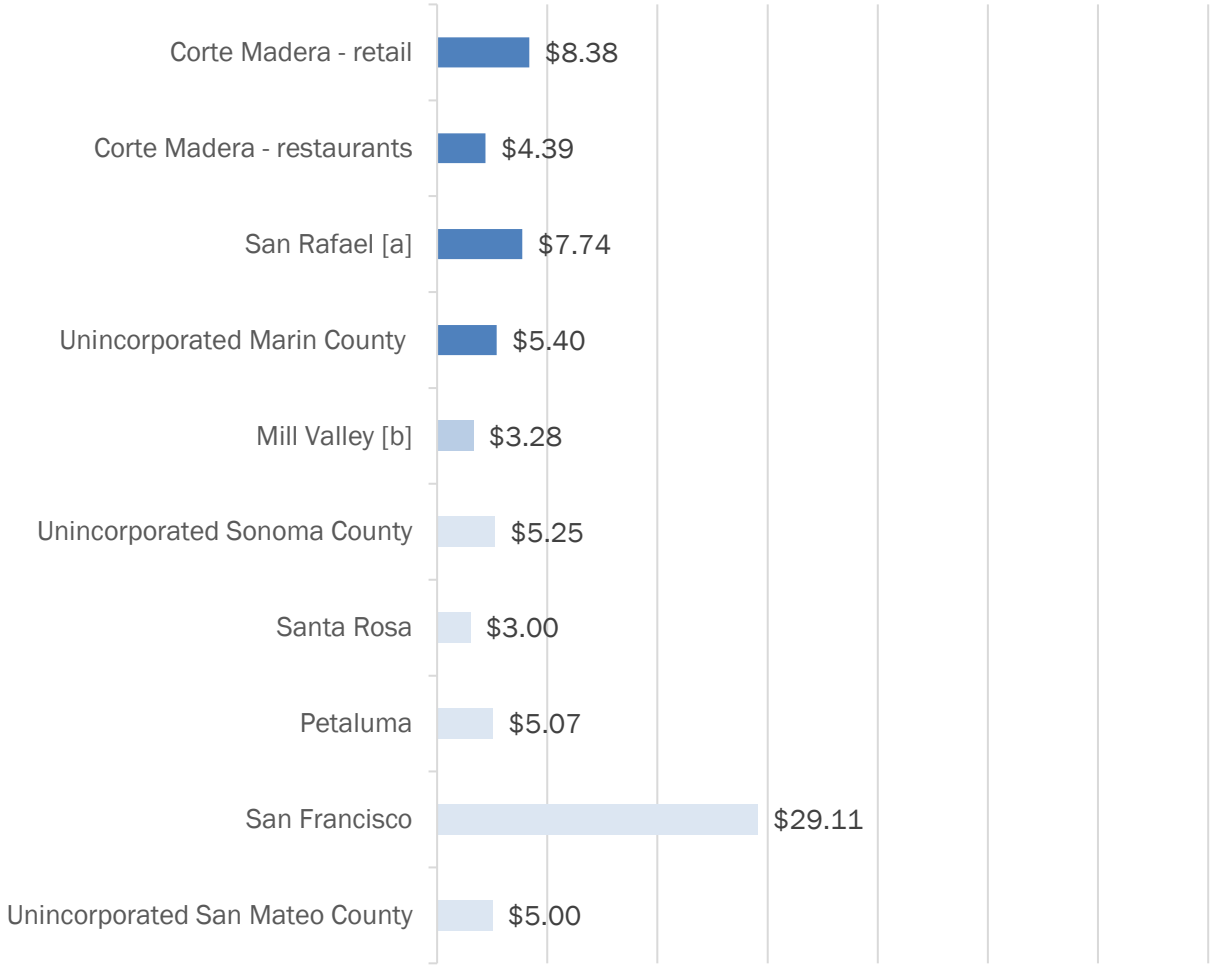


[a] San Rafael's fee is defined as a percentage of the inclusionary in-lieu fee.

[b] Mill Valley's fee is defined as one percent of the valuation of the proposed project. The Consultant Team assumed the valuation of the office prototype used for feasibility testing (see next section).

Sources: Published schedules of city fees; Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 19: COMMERCIAL LINKAGE FEES FOR RETAIL/RESTAURANT/SERVICES ADOPTED IN MARIN AND COMPARABLE JURISDICTIONS

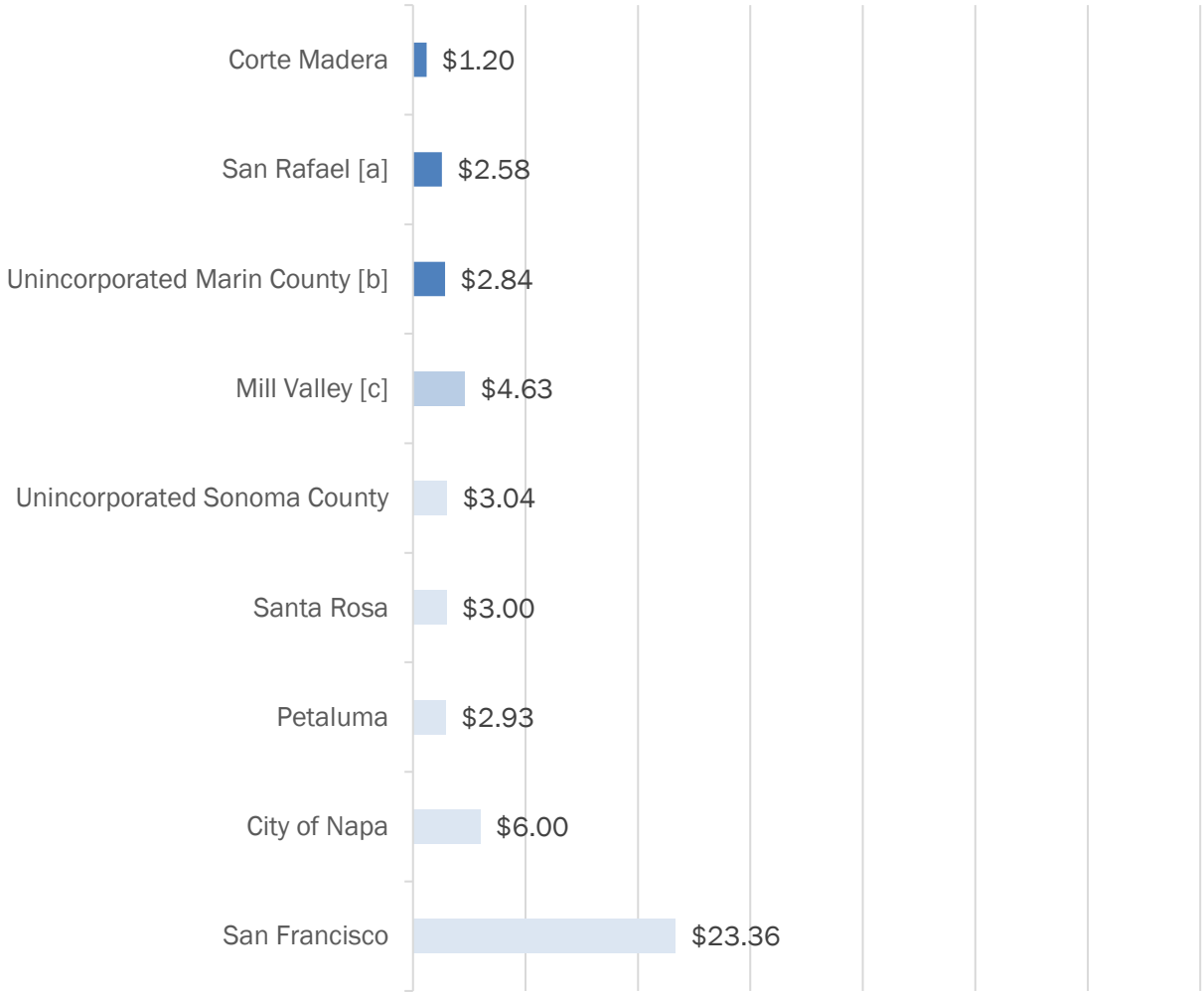


[a] San Rafael's fee is defined as a percentage of the inclusionary in-lieu fee.

[b] Mill Valley's fee is defined as one percent of the valuation of the proposed project. The Consultant Team assumed the valuation of the retail prototype used for feasibility testing (see next section).

Sources: Published schedules of city fees; Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 20: COMMERCIAL LINKAGE FEES FOR HOTEL ADOPTED IN MARIN AND COMPARABLE JURISDICTIONS



[a] San Rafael's fee is defined as a percentage of the inclusionary in-lieu fee.

[b] Marin County's fee $1,745 per room. This figure was converted to a value per square foot assuming a hotel development will average 615 square feet of gross building area per room.

[c] Mill Valley's fee is defined as one percent of the valuation of the proposed project. The Consultant Team assumed the valuation of the hotel prototype used for feasibility testing (see next section).

Sources: Published schedules of city fees; Strategic Economics and Vernazza Wolfe Associates, 2021.

Fee Scenarios

The Consultant Team developed a set of fee scenarios to analyze the impact of a commercial linkage fee adopted for the three categories of land use. The determination of the fee scenarios was based on the range of fee levels that have been adopted in comparable cities and counties in the Bay Area.

The four fee scenarios range from $3.00 per square foot to $15.00 per square foot (Figure 21). The fee scenarios, which are all only a fraction of the nexus-justified maximum fee, are intended as a guide to illustrate a range of commercial linkage fee amounts that might be implemented for

each land use category. Jurisdictions may choose to set linkage fees at different scenarios for different land uses, at an amount different from the values shown, or may choose to implement a commercial linkage fee for only certain land uses.

FIGURE 21: COMMERCIAL LINKAGE FEE SCENARIOS PER BUILDING GROSS SQUARE FOOT

	Office/Medical Office/R&D	Retail/Restaurant/Services	Hotel
Maximum Fee	$331	$601	$267
Scenario 1	$3.00	$3.00	$3.00
Scenario 2	$5.00	$5.00	$5.00
Scenario 3	$10.00	$10.00	$10.00
Scenario 4	$15.00	$15.00	$15.00

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

Feasibility Analysis

One of the important policy considerations when enacting a new fee is the impact of the fee on the financial feasibility of new commercial development. The Consultant Team analyzed the financial feasibility of potential new linkage fees by assessing their impact on overall development costs. While there are no established rules-of-thumb for setting commercial linkage fees in relation to development costs, generally where real estate markets are strong, new development is able to accommodate higher fees if they represent a relatively low share of overall development costs.[13]

DEVELOPMENT PROTOTYPES FOR ANALYZING FEASIBILITY

The Consultant Team designated a set of development prototypes to analyze feasibility. These prototypes are different from the commercial prototypes used for the nexus study and introduced in Section II. While the nexus prototypes represent broad categories of use, the development prototypes for feasibility represent more specific developments within each category and include additional details such as land area and parking to facilitate the estimation of costs. The three "feasibility prototypes" are defined as: 1) Class B Office; 2) Small Neighborhood Center; and 3) Select-Service Hotel. These development prototypes, which are designed to represent a typical development within each land use category, are informed by recent and proposed commercial developments in Marin, as well as from interviews with local developers and builders. The prototypes are described below and summarized further in Figure 22.

- **Class B Office:** A smaller, Class B office format was used because Marin is a secondary office market within the Bay Area, and the economics of smaller developments are likely to be more impacted by municipal fees than larger developments. This prototype is 17,000 square feet in two stories on a one acre site. Surface parking is assumed with a ratio of 4.0 (one stall per 250 square feet of gross building area).

[13] Over time, fee increases are expected to be capitalized into lower land costs.

- **Small Neighborhood Center:** This is a 7,600 square-foot neighborhood shopping center on one-half acre. This prototype assumes surface parking with a parking ratio of 4.0 (one stall per 250 square feet of gross building area). Similar to the office prototype above, a smaller center is likely to be more impacted by new fees. In additional, the parcel size is very small because there is very limited retail development occurring in Marin, and developer interviews also suggested that Marin's limited site availability meant larger retail developments were unlikely to occur.
- **Select-Service Hotel:** Most recent and pipeline hotel projects in Marin are select-service hotels. This prototype is a 70,000 square foot select service hotel with 115 guest rooms on a 2.5 acre site. It assumes surface parking with a parking ratio of 1.1 spaces per room. The hotel will include a limited number of high-quality amenities such as a small restaurant/bar, a fitness room, and a business center.

FIGURE 22. DEVELOPMENT PROTOTYPES

	Class B Office	Small Neighborhood Center	Select Service Hotel
Land Area			
Parcel Size (Sq. Ft.)	43,560	21,780	108,900
Parcel Size (acres)	1.00	0.50	2.50
Building Height and FAR			
Total Stories	2 stories	Single story	3 stories
FAR	0.40	0.35	0.65
Building Area			
Gross area (gsf)	17,424	7,623	70,785
Net area (nsf)	15,682	6,861	n/a
Number of rooms	n/a	n/a	115
Average Room Size (nsf)	n/a	n/a	400
Average Room Size (gsf)	n/a	n/a	615
Parking			
Total Spaces (surface)	70	30	127
Parking Ratio (per room)	n/a	n/a	1.10
Parking Ratio (per 1,000 SF)	4.0	4.0	1.8

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

DEVELOPMENT COSTS

The Consultant Team estimated development costs based on interviews with developers and general contractors experienced with commercial development in Marin, as well as a review of recent land transactions. Key development cost assumptions are described below, and a summary of the assumptions is provided in Figure 23.

Land and Site Cost Assumptions

One of the critical cost factors for a commercial development project is land cost. To determine the land value of sites zoned for commercial uses, the Consultant Team combined feedback from developer interviews with an analysis of recent sales transactions of vacant parcels for development in the relevant areas of Marin County. Land costs can range greatly based on the site's location and characteristics. The Consultant Team reviewed comparable land sales and generally based land cost assumptions on the middle of the range of comparable land prices.

Site costs include the horizontal costs associated with preparation of the site for development and demolition of any existing buildings. As these costs vary widely from site to site, the Consultant Team estimated average site costs based on developer interviews and experience with previous feasibility studies.

Building Area Hard Costs

The hard costs for the building area include the cost of vertical construction of the building. This ranges from $300 per gross square foot for the Small Neighborhood Center to $450 per gross square foot for the Class B Office. These costs are informed by developer interviews as well as recent construction cost market reports.

Tenant Improvements and FF&E Costs

This cost category includes a separate allowance for tenant improvements for the office and retail prototypes as well as "fixtures, furniture, and equipment" (FF&E) for the hotel prototype. The tenant improvement allowance of $75 per square foot for office and retail is based on recent feasibility studies for these development types in the Bay Area. The FF&E cost of $25,000 per room is based on feedback from developer interviews.

Surface Parking Costs

The direct cost of parking is assumed to be an average of $10,000 per stall for a surface lot, which applies to all development prototypes.

Soft Cost Assumptions

Soft costs include all costs for architecture, engineering, consulting, legal, and accounting fees, as well as taxes, insurance, financing costs, contingency, and any other incidental costs not included in the cost categories listed in this section. Soft costs were estimated as 12 percent of hard costs for all prototypes. Note that existing municipal fees, including utility hook-ups, are not incorporated into this assumption, and are addressed separately, because they vary across the jurisdictions.

FIGURE 23: DEVELOPMENT COST ASSUMPTIONS

	Class B Office	Small Neighborhood Center	Select Service Hotel
Land and Sites Costs (per sf)	$75	$75	$40
Building Area Hard Costs (per gsf)	$400	$300	$450
Tenant Improvements (per nsf, office and retail only)	$75	$75	n/a
FF&E (per room, hotel only)	n/a	n/a	$25,000
Surface parking (per space)	$10,000	$10,000	$10,000
Soft Costs (as % of hard costs)	12%	12%	12%

Sources: Developer Interviews, 2021; Costar, 2021; Rider, Levett, Bucknall Quarterly Construction Cost Report, Q4 2020; Strategic Economics and Vernazza Wolfe Associates, 2021.

Total Development Costs

Based on the assumptions summarized in Figure 23, The Consultant Team estimated the total development costs for the prototypes, summarized in Figure 24. The costs are summarized for the whole project, by square foot of gross building area, and by guest room for hotel. On a per-square foot basis, the Class B Office is the most expensive, and the Select Service Hotel is the least expensive.

Figure 24: Total Development Cost by Prototype

	Class B Office	Small Neighborhood Center	Select Service Hotel
Overall Project			
Land and Site Costs	$3,267,000	$1,633,500	$4,356,000
Building Area Hard Costs	$6,969,600	$2,286,900	$31,853,250
Tenant Improvements / FF&E	$1,176,120	$514,553	$2,875,641
Surface parking	$700,000	$300,000	$1,270,000
Soft Costs	$920,352	$310,428	$3,974,790
Total Development Cost	**$13,033,072**	**$5,045,381**	**$44,329,681**
Per GSF			
Land and Site Costs	$188	$214	$62
Building Area Hard Costs	$400	$300	$450
Tenant Improvements / FF&E	$68	$68	$41
Surface parking	$40	$39	$18
Soft Costs	$53	$41	$56
Total Development Cost	**$748**	**$662**	**$626**
Per Guest Room			
Land and Site Costs			$37,870
Building Area Hard Costs			$276,923
Tenant Improvements / FF&E			$25,000
Surface parking			$11,041
Soft Costs			$34,556
Total Development Cost			**$385,390**

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

INCREASES IN DEVELOPMENT COSTS

The fee scenarios were applied to the development costs for each prototype and are summarized below and in Figure 25. A fee level of $3.00 per square foot (Scenario 1) increases development costs by 0.4 to 0.5 percent, depending on the prototype; a fee level of $5.00 (Scenario 2) increases development costs by 0.7 to 0.8 percent; at $10.00 per square foot (Scenario 3), the increase in costs ranges from 1.3 to 1.6 percent; and, finally, at $15.00 per square foot (Scenario 4), the increase in costs ranges from 2.0 to 2.4 percent. In percentage terms, hotel development experiences the largest increase from a new fee because hotel is the least expensive prototype to build per square foot.

FIGURE 25: FEE SCENARIOS AND PERCENTAGE OF DEVELOPMENT COSTS FOR EACH PROTOTYPE

	Class B Office	Small Neighborhood Center	Select Service Hotel
Total Development Costs before Linkage Fee ($/sf)	**$748**	**$662**	**$626**
Linkage Fee Scenarios ($/sf)			
Maximum Fee	$331	$601	$267
Scenario 1	$3.00	$3.00	$3.00
Scenario 2	$5.00	$5.00	$5.00
Scenario 3	$10.00	$10.00	$10.00
Scenario 4	$15.00	$15.00	$15.00
Linkage Fee Scenarios (as % to Total Dev. Costs)			
Maximum Fee	44%	91%	43%
Scenario 1	0.4%	0.5%	0.5%
Scenario 2	0.7%	0.8%	0.8%
Scenario 3	1.3%	1.5%	1.6%
Scenario 4	2.0%	2.3%	2.4%

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FEE SCENARIOS COMBINED WITH OTHER MUNICIPAL FEES

The Consultant Team reviewed the total burden of the fee scenarios in the context of other fees charged by the cities and Marin County, including fees such as building permits as well as any impact fees each jurisdiction might have in place.[14] A table of these costs for each jurisdiction is given in Figure 26 below, including the total fees that would be paid on each prototype for the commercial linkage fee scenarios.

Because each jurisdiction has its own schedule of fees for new development, the cost of development in each community varies. For example, municipal fees for the prototypes in Corte Madera range from 0.6 percent to 0.9 percent of development costs, while fees in San Rafael are higher, ranging from 2.2

[14] Connection fees charged by a local sanitary sewer and water district were also estimated; they would be expected to represent an additional 1.0 to 2.6 percent of development costs above what is shown in the Figure 26.

to 4.4 percent of development costs. Jurisdictions will need to take into account these baseline costs when setting a commercial linkage fee amount.

FIGURE 26. COMMERCIAL LINKAGE FEE SCENARIOS AND OTHER MUNICIPAL AND COUNTY FEES* BY JURISDICTION

	Per GSF			As % of Development Costs		
	Class B Office	Small Neighborhood Center	Select Service Hotel	Class B Office	Small Neighborhood Center	Select Service Hotel
Corte Madera						
Municipal Fees	$4.71	$4.75	$5.90	0.6%	0.7%	0.9%
Total Fees with Scenario 1	$7.71	$7.75	$8.90	1.0%	1.2%	1.4%
Total Fees with Scenario 2	$9.71	$9.75	$10.90	1.3%	1.5%	1.7%
Total Fees with Scenario 3	$14.71	$14.75	$15.90	2.0%	2.2%	2.5%
Total Fees with Scenario 4	$19.71	$19.75	$20.90	2.6%	3.0%	3.3%
Fairfax						
Municipal Fees	$8.53	$8.83	$9.42	1.1%	1.3%	1.5%
Total Fees with Scenario 1	$11.53	$11.83	$12.42	1.5%	1.8%	2.0%
Total Fees with Scenario 2	$13.53	$13.83	$14.42	1.8%	2.1%	2.3%
Total Fees with Scenario 3	$18.53	$18.83	$19.42	2.5%	2.8%	3.1%
Total Fees with Scenario 4	$23.53	$23.83	$24.42	3.1%	3.6%	3.9%
Larkspur						
Municipal Fees	$16.02	$19.04	$13.05	2.1%	2.9%	2.1%
Total Fees with Scenario 1	$19.02	$22.04	$16.05	2.5%	3.3%	2.6%
Total Fees with Scenario 2	$21.02	$24.04	$18.05	2.8%	3.6%	2.9%
Total Fees with Scenario 3	$26.02	$29.04	$23.05	3.5%	4.4%	3.7%
Total Fees with Scenario 4	$31.02	$34.04	$28.05	4.1%	5.1%	4.5%
Unincorporated Marin County						
County Fees	$4.88	$5.38	$5.14	0.7%	0.8%	0.8%
Total Fees with Scenario 1	$7.88	$8.38	$8.14	1.1%	1.3%	1.3%
Total Fees with Scenario 2	$9.88	$10.38	$10.14	1.3%	1.6%	1.6%
Total Fees with Scenario 3	$14.88	$15.38	$15.14	2.0%	2.3%	2.4%
Total Fees with Scenario 4	$19.88	$20.38	$20.14	2.7%	3.1%	3.2%
San Anselmo						
Municipal Fees	$10.12	$11.03	$12.86	1.4%	1.7%	2.1%
Total Fees with Scenario 1	$13.12	$14.03	$15.86	1.8%	2.1%	2.5%
Total Fees with Scenario 2	$15.12	$16.03	$17.86	2.0%	2.4%	2.9%
Total Fees with Scenario 3	$20.12	$21.03	$22.86	2.7%	3.2%	3.6%
Total Fees with Scenario 4	$25.12	$26.03	$27.86	3.4%	3.9%	4.4%

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San Rafael						
Municipal Fees	$16.59	$29.24	$14.62	2.2%	4.4%	2.3%
Total Fees with Scenario 1	$19.59	$32.24	$17.62	2.6%	4.9%	2.8%
Total Fees with Scenario 2	$21.59	$34.24	$19.62	2.9%	5.2%	3.1%
Total Fees with Scenario 3	$26.59	$39.24	$24.62	3.6%	5.9%	3.9%
Total Fees with Scenario 4	$31.59	$44.24	$29.62	4.2%	6.7%	4.7%
Sausalito						
Municipal Fees	$7.18	$7.81	$9.08	1.0%	1.2%	1.4%
Total Fees with Scenario 1	$10.18	$10.81	$12.08	1.4%	1.6%	1.9%
Total Fees with Scenario 2	$12.18	$12.81	$14.08	1.6%	1.9%	2.2%
Total Fees with Scenario 3	$17.18	$17.81	$19.08	2.3%	2.7%	3.0%
Total Fees with Scenario 4	$22.18	$22.81	$24.08	3.0%	3.4%	3.8%

* Municipal and County fees include all applicable permits and impact fees charged by the jurisdiction. Water and sanitary sewer connection fees are not included. Based on estimates from Marin Municipal Water District and Ross Valley Sanitary District, water and sewer fees represent may add an additional 1.0 percent to development costs of Class B office, 1.9 percent to small neighborhood retail, and 2.6 percent to select service hotel.

Sources: Participating Jurisdictions, 2021; Strategic Economics and Vernazza Wolfe Associates, 2021.

Fee Recommendations

The Consultant Team evaluated the four fee scenarios based on the analyses summarized above: market factors, fees in comparable cities, fees as a percentage of development costs, and fees in relation to the municipal/county fees that are currently charged in the seven jurisdictions. Recommendations for setting a commercial linkage fee are outlined below.

In the wake of the commercial real estate market slowdown due to COVID-19, the Consultant Team recommends that jurisdictions enact commercial linkage fees that are generally comparable across the different jurisdictions within the county, without significantly raising fees in the places that already have them. Several jurisdictions in this study have commercial linkage fees currently in place, and the recommendations below do not represent a significant departure from these fee levels. Jurisdictions without commercial linkage fees should consider adopting fees comparable with their neighbors. However, there is one exception to this guidance with regard to office/R&D/medical office, where San Rafael can reasonably impose a higher fee than other jurisdictions.

For office/R&D/medical office uses, the Consultant Team recommends the commercial linkage fee for office be set between $10 and $15 per square foot in San Rafael and between $5 and $10 per square foot in the other six jurisdictions. Because the market for office is stronger in San Rafael, new office development is more likely to be able to support the higher fee levels. In San Rafael, the recommended fee level represents an increase in development costs of 0.7 to 1.3 percent for the Class B prototype (Figure 26). Class A office and R&D, which are more expensive product types and more likely to occur in downtown San Rafael, would experience a lower percentage increase. For the other communities, the recommended fees would result in an increase in development costs of 0.4 to 0.7 percent.

The Consultant Team recommends the commercial linkage fee for retail be set between $5 and $10 per square foot for all jurisdictions. The existing fee levels for retail are in this range, which amounts

to 0.8 to 1.5 percent in development costs for a small neighborhood center (Figure 26). Because the future of retail is very uncertain, it is difficult to generalize where demand will be strong once retail markets recover, and it is recommended the fees be relatively consistent across jurisdictions. Post-pandemic demand for retail could materialize in small scale developments dispersed throughout the county, depending on site-specific conditions related to transportation access and nearby amenities and development.

The Consultant Team recommends that jurisdictions consider reducing the commercial linkage fee requirement for small and independent businesses. It is expected that the viability of small-scale retail in particular will be challenging, so jurisdictions may choose to exempt smaller retail projects from paying the fee or reduce the overall fee. For instance, San Rafael does not apply a commercial linkage fee to developments 5,000 square feet and below, while Sonoma County exempts the first 2,000 square feet from its fee. Because many large "big-box" tenants occupy far more than 5,000 square feet, this incentive would not apply to those types of businesses. Because the definition for "small scale retail" may vary by jurisdiction, the Consultant Team recommends that each jurisdiction develop its own appropriate threshold.

For hotel uses, the Consultant Team recommends that all jurisdictions adopt a commercial linkage fee of $3 to $5 per square foot. This fee level would represent between 0.5 and 0.8 percent of development costs for a select service hotel (Figure 26). Fees of $3 to $5 would increase in the cost of development slightly in Corte Madera, San Rafael, and Unincorporated Marin County while keeping them comparable with Mill Valley and the communities in Sonoma County that were reviewed for this study. It is important to note that while jurisdictions may charge on the basis of number of rooms rather that square feet, charging the fee by square foot advantages more efficient hotels with smaller room sizes.

It is advised that the jurisdictions reexamine the potential for raising the fees once the commercial real estate market recovers and development activity picks up. This study provides the economic analysis for higher fees, so that a new study would not be needed if this were to occur in the next five years.

Other Policy Considerations

This section briefly addresses other considerations for adopting or updating a commercial linkage fee, including establishing equivalencies for payment of the fee, and an approach to updating the fees.

EQUIVALENCIES TO PAYMENT OF FEES

It is recommended that jurisdictions establish a process for developers to make an in-kind contribution to affordable housing in lieu of paying a commercial linkage fee. Some examples of alternative mitigation include land dedication, providing on-site affordable units, or providing off-site affordable units. Typically, developers would need to demonstrate that the value of these contributions would be in excess or equal to the value of the commercial linkage fee requirement. In such instances, jurisdictions will want to have an established process in place for financially evaluating these proposals as a substitute for paying the fee to create predictability and consistency for development projects.

UPDATING THE FEES

Similar to any impact fee, it will be necessary to adjust the commercial linkage impact fee on an annual basis. Adjustments are also needed due to possible changes in the affordability gaps. A simple

approach to annual adjustments is to use an index. The Consultant Team recommends using either the construction cost index (localized to the San Francisco Bay Area region), such as the one published by the Engineering News-Record, or the shelter component of the Consumer Price Index (CPI), whichever is higher.

VI. UNIFIED FEE PROPOPAL AND FULFILLING STATE REQUIREMENTS FOR ADOPTION

Strategic Economics collaborated with staff from the seven jurisdictions to develop a unified fee proposal that will be considered for adoption by each of the jurisdictions. Based on these conversations and the guideline recommendations in the previous section, this section outlines the commercial linkage fee schedule that has been proposed by the jurisdictions. It also provides further analysis on the fee proposal in order to meet state requirements for implementation. For four of the seven jurisdictions, this will be a new fee program. For the other three jurisdictions, the fees will represent an update to an existing commercial linkage fee program in that jurisdiction.

In 2021, the California legislature imposed new requirements (Assembly Bill 602 [2021-2022]) on impact fee nexus studies adopted by local governments after July 1, 2022. The legislation applies to this study in relation to any new commercial linkage fees to be implemented in the seven jurisdictions. Among other provisions, AB 602 requires the adopted nexus study to provide a justification for new impact fees for affordable housing should they seek a higher "level of service" for the community. The legislation also asks for a review of any current fee programs.

Considering the proposal put forth by the jurisdictions, this report section first includes an overview of the fees in comparison to the linkage fees currently in place in some of the jurisdictions. Based on the unified fee proposal, Strategic Economics estimated the potential affordable housing revenues that could be raised over a five year period. (Although the fee proposal is designed to apply the same fee levels across all seven jurisdictions, the adopted fees in any specific jurisdiction may ultimately deviate from the unified schedule, which would affect the generated revenues.) As required by AB 602, Strategic Economics also summarized the revenues collected from each of the three existing fee programs and provided a justification for the new level of service advanced by the new fee program. Finally, the section concludes with a discussion of the purpose of these fees and the role of new commercial development to contribute to funding affordable housing in Marin County.

Current and Proposed Commercial Linkage Fees

AB 602 includes the provision: "[i]f a nexus study supports the increase of an existing fee, the local agency shall review the assumptions of the nexus study supporting the original fee and evaluate the amount of fees collected under the original fee." (Government Code § 66016.5). Below is a summary of the fee programs in place (in the jurisdictions that have them) and a discussion of the changes that would occur if the unified fee proposal were adopted.

The current and proposed commercial linkage fee programs are summarized in Figure 27. Three of the jurisdictions (Corte Madera, San Rafael, and the Unincorporated County) currently charge linkage fees on various types of nonresidential development. The fee programs each were proposed and adopted independently in the early 2000's and tend to have disparate definitions for grouping

nonresidential development into categories for the application of a fee. Currently Marin County charges a hotel impact fee based on the number of rooms, rather than on a square foot basis;[15] in Figure 27, Strategic Economics converted this number to a typical fee per square foot using a gross average room size assumption.

Strategic Economics and the jurisdictions made every best effort to collect data on fee revenues since each program's inception. In Marin County and Corte Madera, where the full history of fee revenues was not available, revenues collections are reported for those jurisdictions from the earliest dates data could be obtained. As shown in Figures 27 and 28:

- Corte Madera has collected $381,516 since April 2018 (an average of $84,781 annually);
- San Rafael has collected $2,556,106 since 2005 ($144,006 annually); and
- Unincorporated County has collected $38,680 since 2019 ($10,315 annually)

The higher rates of revenue generation in San Rafael and Corte Madera reflect their higher levels of commercial development as retail and office job centers, as compared with Unincorporated Marin County, which is largely suburban and rural.

The unified fee proposal is also shown in Figure 27. The proposed fee levels are $10.00 per square foot for office, medical office, and R&D uses; $8.00 or $10.000 per square foot retail development, depending on the size of the development; and $5.00 per square foot for hotel development. The jurisdictions are proposing a smaller fee level on retail developments up to 2,500 square feet to help lessen the burden of the fee on smaller, locally owned businesses.

In the other three jurisdictions that currently have fee programs, the proposed fees generally represent an increase from current levels. (For example, the fee for office development in Corte Madera would increase from $4.79 per square foot to $10.00 per square foot; while the fee for R&D development would increase from $3.20 per square foot to $10.00 per square foot.) The single exception to the fee increases is office and R&D development in San Rafael, which would experience a slight decrease from $10.32 per square foot to $10.00 per square foot.

[15] A provision in AB 602 discourages jurisdictions from assessing impact fees on any basis other than square feet of floor area. All fees proposed in the unified fee schedule are based on this standard.

FIGURE 27: SUMMARY OF CURRENT COMMERCIAL LINKAGE FEES AND THE UNIFIED PROPOSED FEE LEVELS FOR ALL SEVEN JURISDICTIONS

Jurisdiction	Program Effective Since	Current Fee Levels (per equivalent square foot)[a]	Revenues Collected	Unified Fee Proposal (per square foot)
Corte Madera	2001	Office: $4.79 R&D: $3.20 Retail: $8.38 Restaurant: $4.39 Hotel: $1.20	$381,516 since April 2018	Office/Medical Office/ R&D: $10.00 Retail/Restaurants/ Services: - $8.00 (up to 2,500 square feet) - $10.00 (more than 2,500 square feet) Hotel: $5.00
Fairfax	no current policy			
Larkspur	no current policy			
San Anselmo	no current policy			
San Rafael	2005	Office/R&D: $10.32 Retail/Restaurant/ Services: $7.74 Hotel: $2.58 *See Note [b], below.*	$2,556,106 since inception	
Sausalito	no current policy			
Unincorporated Marin County	2003	Office/R&D: $7.19 Retail/Restaurant/ Services: $5.40 Hotel: $2.84 [c]	$38,680 since 2019	

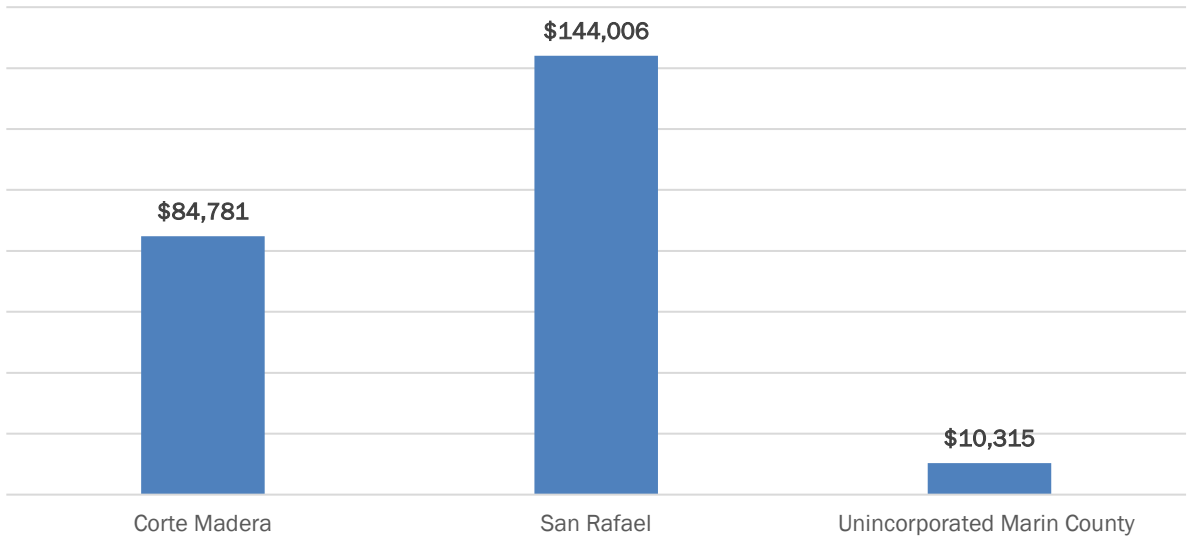
[a] In some jurisdictions, linkage fees may exist for other land uses outside the scope of this study. Only the relevant fees are shown.

[b] San Rafael's fees are defined as a percentage of the inclusionary in-lieu fee.

[c] Marin County's fee $1,745 per room. This figure was converted to a value per square foot assuming a hotel development will average 615 square feet of gross building area per room.

Sources: Town of Corte Madera, 2022; City of San Rafael, 2022; County of Marin, 2022; Strategic Economics, 2022.

FIGURE 28: AVERAGE ANNUAL COMMERCIAL LINKAGE FEE REVENUES BY JURISDICTION HAVING A FEE PROGRAM CURRENTLY IN PLACE



Sources: Town of Corte Madera, 2022; City of San Rafael, 2022; County of Marin, 2022; Strategic Economics, 2022.

Potential Fee Revenues under the Unified Fee Program

Figure 29 shows the potential fees that could be generated, along with the potential affordable housing funding that could be leveraged, over a five year period if the fee levels recommended above were adopted. Based on the past pace of new development and the development pipeline, the Consultant Team established very approximate numbers for the volume of development that could take place over a five year period once commercial real estate markets recover from the pandemic.[16] Potential fee revenues are on the order of $2.6 million across all jurisdictions. If every dollar in local contributions to affordable housing were able to attract three dollars from other funding sources, approximately $10 million in affordable housing funds could be generated or leveraged through the recommended commercial linkage fees. This three to one leveraging assumption is based on a recent study that found that local contributions for affordable housing projects in the Bay Area accounted for 23 percent of total project costs on average.[17] Note that in Marin County, the leveraging ratio may be higher because local jurisdictions tend to have more limited funding for affordable housing.

[16] The development estimates in Figure 29 are illustrative of past trends and the development pipeline and do not represent a formal demand estimate.

[17] This leveraging ratio will be updated as new information is available. See SPUR, "Housing as Infrastructure," April 2021, https://www.spur.org/sites/default/files/2021-04/SPUR_Housing_as_Infrastructure_0.pdf.

FIGURE 29: POTENTIAL FEE REVENUES AND AFFORDABLE HOUSING FUNDS LEVERAGED OVER A FIVE YEAR PERIOD

Land Use	Unified Fee Proposal	Potential Development Areawide over Five Years [a]	Potential Commercial Linkage Fee Revenues
Office / Medical Office / R&D	$10 /sf	100,000 sf	$1,000,000
Retail /Restaurants /Services	$8 /sf (up to 2,500 square feet) $10 /sf (more than 2,500 square feet)	35,000 sf	$315,000 [b]
Hotel	$5 /sf	250,000 sf (400 rooms)	$1,250,000
Subtotal Commercial Linkage Fee Local Revenues			$2,565,000
Potential New Affordable Housing Funds Leveraged from Other Sources (3:1 ratio) [c]			$7,695,000
Total Potential New Affordable Housing Funds			$10,260,000

Notes:

(a) For office/medical office/R&D and retail/restaurants/services, the development estimates are drawn from the pace of new development between 2011 and 2020. For hotel, the Consultant Team reviewed planned and proposed projects and estimated 400 rooms at approximately 615 square feet of gross building area per room.

(b) Assumes half of new retail/restaurants/services developments are 2,500 square feet or less and half of new developments are more than 2,500 square feet.

(c) Assumes that every dollar in local revenues leverages another three dollars in other subsidies, including tax credit equity, federal sources, state sources, and other funds. Actual leveraging will vary by project.

Sources: Costar, 2011-2020; Participating Jurisdictions, 2020; Strategic Economics and Vernazza Wolfe Associates, 2021.

Justification for New Fee Levels

AB 602 requires the nexus study for a new fee to "identify the existing level of service for each public facility, identify the proposed new level of service, and include an explanation of why the new level of service is appropriate" (Government Code § 66016.5).

In this study, Strategic Economics defined level of service as the ratio of deed-restricted, "family" affordable units within a jurisdiction to the number of worker households associated with employment in that jurisdiction (see below).

$$Level\ of\ Service = \frac{family\ affordable\ units}{worker\ households} = \frac{family\ affordable\ units}{\left[\frac{workers}{avg.\ workers\ per\ household\ in\ Marin\ Cty.}\right]}$$

Only *family* affordable units were counted because the workers associated with new commercial development are most likely to be family households, rather than, for example, seniors or disabled people applying for subsidized housing. This number was then compared to worker *households* because households is the standard unit of demand for housing. The number of worker households is estimated as the total employment in the jurisdiction divided by the average number of workers per household in Marin County. As mentioned in the first section of this report, the average workers per household in Marin County is 1.60.

Strategic Economics calculated the current level of service for family affordable housing for the seven jurisdictions as shown in Figure 30. The level of service over all jurisdictions is 0.035, ranging from 0.011 in Sausalito and San Anselmo, to 0.057 in the Unincorporated County. Larger communities such as San Rafael, Corte Madera, and Larkspur, which have had a more comprehensive set of affordable housing tools, generally have a higher proportion of family affordable housing than the smaller communities that are exploring inclusionary and commercial linkage fee programs for the first time.

FIGURE 30: FAMILY AFFORDABLE HOUSING, EMPLOYMENT, EMPLOYEE HOUSEHOLDS, AND CURRENT LEVEL OF SERVICE FOR THE SEVEN JURISDICTIONS

Jurisdiction	Deed-restricted Family Affordable Housing [a]	Total Employment [b]	Total Worker Households [c] = [b] / 1.60	Level of Service = [a] / [c]
Corte Madera	130	6,482	4,051	0.032
Fairfax	29	1,806	1,129	0.026
Larkspur	150	6,730	4,206	0.036
San Anselmo	21	3,113	1,946	0.011
San Rafael	780	39,218	24,511	0.032
Sausalito	38	5,627	3,517	0.011
Unincorporated County	561	15,695	9,809	0.057
Total All Seven Jurisdictions	**1,709**	**78,671**	**49,169**	**0.035**

Sources: [a] Family affordable housing developments supplied by the County of Marin, 2022; Inclusionary affordable units from Marin Housing Authority, 2022; [b] Employment data from U.S. Census Longitudinal Employer-Household Dynamics, 2019; Strategic Economics, 2022.

Next, Strategic Economics calculated the level of service associated with the current and proposed commercial linkage fees, or the number of family affordable units that could be funded per worker household created by new development. This calculation accounts for the employment created by new development for each use, the fee revenues that would be generated, and the affordability gap for

each use that would need to be filled with the fee revenues. Figure 31 shows a comparison of the level of service metrics for each jurisdiction and for the current and proposed fee programs.

As mentioned earlier, the fees would increase above their current level in nearly all cases and, therefore, would represent an increase in the level of service above any current fee program (or, in the case of four jurisdictions, no current fee program). This increase in level of service is justified for the following reasons:

- **Areawide, the level of service associated with the proposed fee program is commensurate with and, in some cases, even below the level of service already supplied by each jurisdiction's current inventory of family affordable housing**. Figure 32 shows a comparison of the current level of service aggregated across all seven jurisdictions with the level of service that would accompany each of the proposed fees. The areawide level of service is 0.035 while the fees have a level of service ranging from 0.013 to 0.030. Further, the proposed fee levels are not placing an undue burden on nonresidential development because they represent only a small fraction of the development's full impact on housing demand.

- **The cost of housing development, including affordable housing, has increased significantly since the inception of the current fee programs**. Higher fees are needed to cover these escalating costs. For example, while the unincorporated County is considering raising its fees by between 39 percent (for office, medical office, and R&D uses) and 76 percent (hotel), the affordability gap has increased significantly more since the nexus study was performed for the current fee program in 2002. As shown in Figure 33, the affordability gap has increased by 283 percent for Very Low Income households, 371 percent for Low Income households, and 936 percent for Moderate Income households.

- **State mandates will require a rapid acceleration in the production of family affordable housing in Marin County.** The Regional Housing Needs Allocation (RHNA) for Moderate, Low, and Very Low Income households will increase significantly for the upcoming RHNA cycle. Area-wide, the allocations add up to a more than six-fold increase over the last cycle (see Figure 34), while the allocations by jurisdiction have been tied more directly to projected job growth than in past RHNA cycles. A substantial contribution from nonresidential developers is needed to help meet these goals.

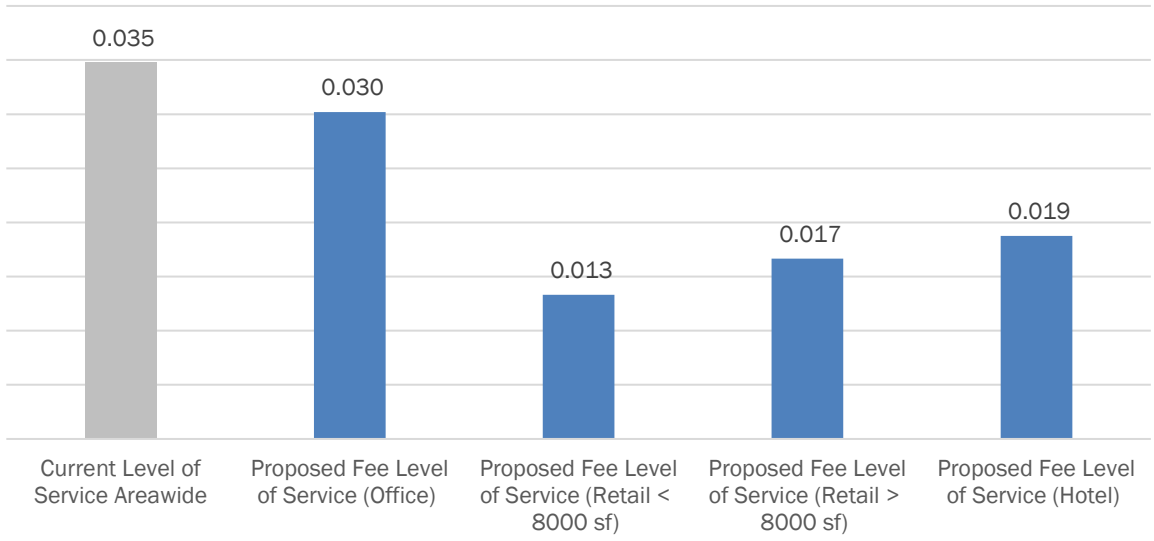
In summary, the fee program as proposed by the jurisdictions will accomplish two objectives. First, the unified fee proposal will level the playing field for developers, ensuring they are charged the same fee across all jurisdictions. Secondly, the fee levels are set such that the revenue is sufficient to support new affordable housing development in cities that are expected to experience continued job growth over the next RHNA cycle. Most commercial development and accompanying job growth is expected to occur in San Rafael, and to a lesser extent in Larkspur and Corte Madera.

FIGURE 31: LEVEL OF SERVICE COMPARISON JURISDICTION-WIDE AND FOR THE CURRENT AND PROPOSED COMMERCIAL LINKAGE FEES

		Level of Service - Office Fees		Level of Service - Retail Fees			Level of Service - Hotel Fees	
Jurisdiction	Total Current Level of Service Jurisdiction-wide	Current	Proposed	Current	Proposed < 2,500 sf)	Proposed > 2,500 sf	Current	Proposed
Corte Madera	0.032	0.012	0.030	0.011	0.013	0.017	0.004	0.019
Fairfax	0.026	-	0.030	-	0.013	0.017	-	0.019
Larkspur	0.036	-	0.030	-	0.013	0.017	-	0.019
San Anselmo	0.011	-	0.030	-	0.013	0.017	-	0.019
San Rafael	0.032	0.031	0.030	0.013	0.013	0.017	0.010	0.019
Sausalito	0.011	-	0.030	-	0.013	0.017	-	0.019
Unincorporated County	0.057	0.022	0.030	0.009	0.013	0.017	0.011	0.019

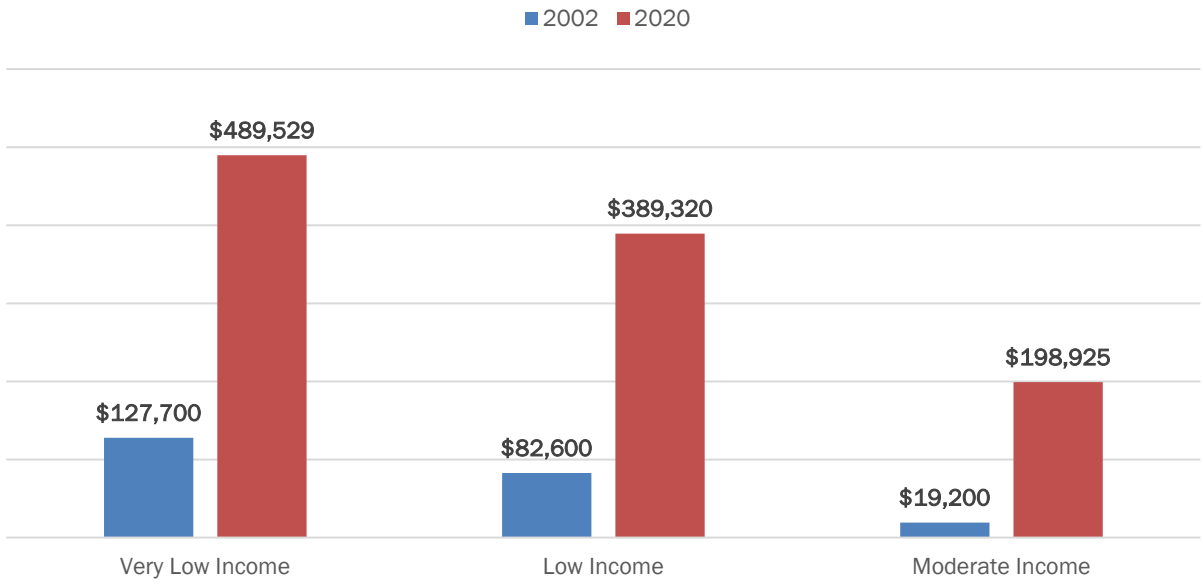
Source: Strategic Economics, 2022.

FIGURE 32: CURRENT LEVEL OF SERVICE ACROSS ALL JURISDICTIONS AND LEVEL OF SERVICE OF PROPOSED FEES



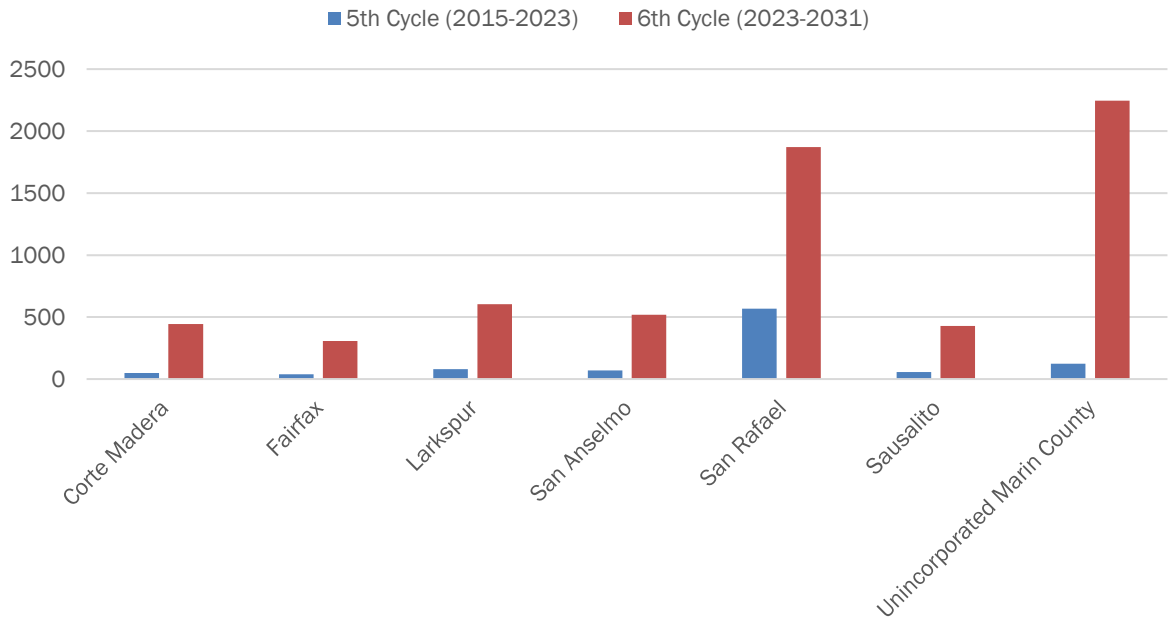
Source: Strategic Economics, 2022.

FIGURE 33: AFFORDABILITY GAP IN MARIN COUNTY FOR VERY LOW, LOW, AND MODERATE INCOME HOUSEHOLDS, 2002 AND 2020



Source: David Paul Rosen and Associates, 2002; Strategic Economics, 2020.

FIGURE 34: REGIONAL HOUSING NEED ALLOCATIONS FOR VERY LOW, LOW, AND MODERATE INCOME HOUSEHOLDS, FIFTH AND SIXTH CYCLES



Source: Department of Housing and Community Development, 2022; Strategic Economics, 2022.

Data Tables: Occupational Wage by Land Use Prototype

Figures 35-37 provide the full detail of the occupations associated with each land use, and their respective average wages. As a part of Step 4, this data is used to calculate the weighted average wage for each land use prototype (Figure 7).

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
11-0000	**Management Occupations**		
11-1021	General and Operations Managers	$155,850	2.404%
11-3021	Computer and Information Systems Managers	$201,960	1.131%
11-3031	Financial Managers	$182,190	1.016%
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	$168,900	0.594%
11-2021	Marketing Managers	$181,720	0.585%
11-9111	Medical and Health Services Managers	$142,760	0.507%
11-2022	Sales Managers	$159,720	0.504%
11-3010	Administrative Services and Facilities Managers	$132,020	0.365%
11-3121	Human Resources Managers	$163,810	0.295%
11-1011	Chief Executives	$236,060	0.288%
11-9041	Architectural and Engineering Managers	$186,500	0.270%
11-3061	Purchasing Managers	$154,870	0.117%
11-2030	Public Relations and Fundraising Managers	$142,950	0.104%
11-3071	Transportation, Storage, and Distribution Managers	$123,910	0.098%
11-9151	Social and Community Service Managers	$73,210	0.087%
11-9021	Construction Managers	$134,880	0.082%
11-3051	Industrial Production Managers	$140,910	0.082%
11-9051	Food Service Managers	$63,460	0.074%
11-3131	Training and Development Managers	$152,380	0.072%
11-9121	Natural Sciences Managers	$208,910	0.067%
11-9141	Property, Real Estate, and Community Association Managers	$92,930	0.061%
11-3111	Compensation and Benefits Managers	$170,770	0.041%
11-2011	Advertising and Promotions Managers	$175,210	0.040%
11-9039	Education Administrators, All Other	$92,160	0.010%
11-9031	Education and Childcare Administrators, Preschool and Daycare	$70,080	0.008%
11-9081	Lodging Managers	$104,250	0.006%
11-9032	Education Administrators, Kindergarten through Secondary	$129,070	0.004%
11-9033	Education Administrators, Postsecondary	$130,980	0.003%
11-9161	Emergency Management Directors	$132,440	0.003%
11-9013	Farmers, Ranchers, and Other Agricultural Managers	n/a	0.002%
11-9071	Gambling Managers	$125,300	0.001%
	Weighted Mean Annual Wage	$166,968	8.921%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
13-0000	Business and Financial Operations Occupations		
13-2011	Accountants and Auditors	$93,590	2.418%
13-1111	Management Analysts	$113,750	1.667%
13-1198	Project Management Specialists and Business Operations Specialists, All Other	$93,010	1.648%
13-1161	Market Research Analysts and Marketing Specialists	$91,350	1.294%
13-1071	Human Resources Specialists	$89,820	1.023%
13-2098	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	$119,100	0.681%
13-1020	Buyers and Purchasing Agents	$79,040	0.459%
13-1151	Training and Development Specialists	$83,550	0.410%
13-1041	Compliance Officers	$92,960	0.299%
13-1081	Logisticians	$82,010	0.269%
13-1031	Claims Adjusters, Examiners, and Investigators	$88,480	0.221%
13-2082	Tax Preparers	$72,280	0.210%
13-2072	Loan Officers	$84,940	0.184%
13-1141	Compensation, Benefits, and Job Analysis Specialists	$83,230	0.174%
13-1121	Meeting, Convention, and Event Planners	$67,530	0.102%
13-2053	Insurance Underwriters	$97,260	0.090%
13-2041	Credit Analysts	$109,330	0.087%
13-1051	Cost Estimators	$98,960	0.082%
13-2052	Personal Financial Advisors	$157,720	0.062%
13-1131	Fundraisers	$77,450	0.060%
13-2061	Financial Examiners	$124,720	0.057%
13-1075	Labor Relations Specialists	$86,370	0.057%
13-2031	Budget Analysts	$93,800	0.051%
13-2071	Credit Counselors	$53,010	0.028%
13-2020	Property Appraisers and Assessors	$98,450	0.013%
13-1032	Insurance Appraisers, Auto Damage	$72,630	0.009%
13-1011	Agents and Business Managers of Artists, Performers, and Athletes	$83,260	0.003%
	Weighted Mean Annual Wage	$95,541	11.657%
15-0000	Computer and Mathematical Occupations		
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	$145,250	4.036%
15-1211	Computer Systems Analysts	$121,300	1.649%
15-1232	Computer User Support Specialists	$75,640	1.418%
15-1299	Computer Occupations, All Other	$120,370	0.860%
15-1244	Network and Computer Systems Administrators	$104,370	0.745%
15-1251	Computer Programmers	$116,400	0.597%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
15-1241	Computer Network Architects	$137,720	0.405%
15-1231	Computer Network Support Specialists	$85,990	0.367%
15-1212	Information Security Analysts	$122,570	0.353%
15-1257	Web Developers and Digital Interface Designers	$110,790	0.338%
15-1245	Database Administrators and Architects	$107,930	0.266%
15-2031	Operations Research Analysts	$116,910	0.199%
15-2098	Data Scientists and Mathematical Science Occupations, All Other	$140,080	0.079%
15-2041	Statisticians	$125,970	0.062%
15-1221	Computer and Information Research Scientists	$142,150	0.060%
15-2011	Actuaries	$116,500	0.036%
	Weighted Mean Annual Wage	$121,679	11.473%
17-0000	**Architecture and Engineering Occupations**		
17-2051	Civil Engineers	$120,110	0.466%
17-2141	Mechanical Engineers	$123,270	0.313%
17-2071	Electrical Engineers	$120,990	0.234%
17-1011	Architects, Except Landscape and Naval	$103,530	0.228%
17-2112	Industrial Engineers	$113,920	0.210%
17-3011	Architectural and Civil Drafters	$67,050	0.190%
17-2199	Engineers, All Other	$113,050	0.181%
17-2061	Computer Hardware Engineers	$134,000	0.137%
17-2072	Electronics Engineers, Except Computer	$112,800	0.110%
17-3023	Electrical and Electronic Engineering Technologists and Technicians	$67,200	0.108%
17-2081	Environmental Engineers	$112,830	0.100%
17-3031	Surveying and Mapping Technicians	$76,380	0.092%
17-3022	Civil Engineering Technologists and Technicians	$75,160	0.086%
17-3098	Calibration Technologists and Technicians and Engineering Technologists and Technicians, Except Drafters, All Other	$75,070	0.086%
17-1022	Surveyors	$88,860	0.085%
17-1012	Landscape Architects	$94,750	0.064%
17-2011	Aerospace Engineers	$135,230	0.054%
17-3013	Mechanical Drafters	$71,180	0.047%
17-3027	Mechanical Engineering Technologists and Technicians	$61,100	0.046%
17-3025	Environmental Engineering Technologists and Technicians	$60,630	0.033%
17-3026	Industrial Engineering Technologists and Technicians	$61,050	0.028%
17-3012	Electrical and Electronics Drafters	$65,810	0.028%
17-2041	Chemical Engineers	$106,430	0.024%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
17-2111	Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	$114,800	0.024%
17-2131	Materials Engineers	$104,560	0.021%
17-1021	Cartographers and Photogrammetrists	$105,970	0.014%
17-3019	Drafters, All Other	$73,450	0.014%
17-2031	Bioengineers and Biomedical Engineers	$119,000	0.013%
17-2121	Marine Engineers and Naval Architects	$136,480	0.010%
17-3024	Electro-Mechanical and Mechatronics Technologists and Technicians	$61,190	0.008%
17-2151	Mining and Geological Engineers, Including Mining Safety Engineers	$132,720	0.008%
	Weighted Mean Annual Wage	$101,626	3.146%
19-0000	**Life, Physical, and Social Science Occupations**		
19-2041	Environmental Scientists and Specialists, Including Health	$109,180	0.149%
19-1042	Medical Scientists, Except Epidemiologists	$120,470	0.095%
19-3031	Clinical, Counseling, and School Psychologists	$110,070	0.091%
19-5011	Occupational Health and Safety Specialists	$108,230	0.072%
19-4042	Environmental Science and Protection Technicians, Including Health	$58,010	0.060%
19-4099	Life, Physical, and Social Science Technicians, All Other	$61,390	0.055%
19-4031	Chemical Technicians	$55,980	0.054%
19-4021	Biological Technicians	$60,040	0.042%
19-1021	Biochemists and Biophysicists	$124,400	0.033%
19-1029	Biological Scientists, All Other	$108,200	0.030%
19-4061	Social Science Research Assistants	$54,210	0.024%
19-3011	Economists	$133,180	0.024%
19-5012	Occupational Health and Safety Technicians	$62,820	0.017%
19-1013	Soil and Plant Scientists	$77,070	0.017%
19-3051	Urban and Regional Planners	$105,370	0.016%
19-4010	Agricultural and Food Science Technicians	$46,060	0.015%
19-1012	Food Scientists and Technologists	$90,860	0.015%
19-2012	Physicists	$134,500	0.014%
19-3091	Anthropologists and Archeologists	$69,480	0.013%
19-3022	Survey Researchers	$89,020	0.013%
19-1022	Microbiologists	$104,580	0.013%
19-3099	Social Scientists and Related Workers, All Other	$90,120	0.012%
19-1023	Zoologists and Wildlife Biologists	$75,320	0.012%
19-2099	Physical Scientists, All Other	$127,650	0.010%
19-2043	Hydrologists	$108,850	0.010%
19-2021	Atmospheric and Space Scientists	$114,370	0.009%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
19-1031	Conservation Scientists	$83,700	0.009%
19-2032	Materials Scientists	$119,470	0.008%
19-3039	Psychologists, All Other	$106,870	0.007%
19-1032	Foresters	$93,760	0.004%
19-4071	Forest and Conservation Technicians	$47,410	0.003%
19-1041	Epidemiologists	$107,760	0.002%
19-3041	Sociologists	$101,420	0.001%
19-4092	Forensic Science Technicians	$103,940	0.001%
	Weighted Mean Annual Wage	$81,448	1.104%
21-0000	**Community and Social Service Occupations**		
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	$60,290	0.449%
21-1093	Social and Human Service Assistants	$48,800	0.222%
21-1023	Mental Health and Substance Abuse Social Workers	$77,630	0.181%
21-1022	Healthcare Social Workers	$86,560	0.128%
21-1021	Child, Family, and School Social Workers	$61,900	0.085%
21-1013	Marriage and Family Therapists	$63,470	0.075%
21-1094	Community Health Workers	$55,350	0.064%
21-1091	Health Education Specialists	$72,560	0.059%
21-1099	Community and Social Service Specialists, All Other	$59,510	0.038%
21-1015	Rehabilitation Counselors	$50,320	0.038%
21-1012	Educational, Guidance, and Career Counselors and Advisors	$78,220	0.027%
21-1019	Counselors, All Other	$66,150	0.013%
21-1029	Social Workers, All Other	$80,980	0.011%
21-2011	Clergy	$72,730	0.007%
21-2021	Directors, Religious Activities and Education	$67,180	0.003%
21-2099	Religious Workers, All Other	$48,670	0.001%
	Weighted Mean Annual Wage	$64,024	1.403%
23-0000	**Legal Occupations**		
23-1011	Lawyers	$188,910	1.158%
23-2011	Paralegals and Legal Assistants	$71,360	0.662%
23-2093	Title Examiners, Abstractors, and Searchers	$59,890	0.064%
23-2099	Legal Support Workers, All Other	$61,510	0.035%
23-1022	Arbitrators, Mediators, and Conciliators	$114,800	0.004%
	Weighted Mean Annual Wage	$141,697	1.923%
25-0000	**Educational Instruction and Library Occupations**		

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
25-3031	Substitute Teachers, Short-Term	$42,940	0.079%
25-9045	Teaching Assistants, Except Postsecondary	$39,730	0.046%
25-9031	Instructional Coordinators	$77,090	0.041%
25-3021	Self-Enrichment Teachers	$53,730	0.038%
25-3097	Tutors and Teachers and Instructors, All Other	$50,800	0.030%
25-2011	Preschool Teachers, Except Special Education	$45,050	0.024%
25-2059	Special Education Teachers, All Other	$66,210	0.011%
25-4022	Librarians and Media Collections Specialists	$89,390	0.010%
25-9099	Educational Instruction and Library Workers, All Other	$61,100	0.009%
25-1194	Career/Technical Education Teachers, Postsecondary	$87,990	0.007%
25-4031	Library Technicians	$58,980	0.005%
25-3011	Adult Basic Education, Adult Secondary Education, and English as a Second Language Instructors	$94,920	0.002%
25-2051	Special Education Teachers, Preschool	$62,550	0.002%
25-1071	Health Specialties Teachers, Postsecondary	$115,900	0.002%
25-4011	Archivists	$81,730	0.001%
25-2058	Special Education Teachers, Secondary School	$93,110	0.001%
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	$93,350	0.001%
25-2052	Special Education Teachers, Kindergarten and Elementary School	$73,540	0.001%
25-9044	Teaching Assistants, Postsecondary	$33,880	0.001%
25-2021	Elementary School Teachers, Except Special Education	$84,040	0.001%
	Weighted Mean Annual Wage	$54,651	0.318%
27-0000	**Arts, Design, Entertainment, Sports, and Media Occupations**		
27-3031	Public Relations Specialists	$84,520	0.274%
27-1024	Graphic Designers	$77,110	0.257%
27-3042	Technical Writers	$102,500	0.109%
27-1026	Merchandise Displayers and Window Trimmers	$38,480	0.102%
27-3041	Editors	$86,530	0.091%
27-1025	Interior Designers	$72,240	0.068%
27-1011	Art Directors	$135,970	0.063%
27-3043	Writers and Authors	$93,060	0.062%
27-4021	Photographers	$61,530	0.056%
27-3091	Interpreters and Translators	$78,250	0.055%
27-1014	Special Effects Artists and Animators	$97,570	0.047%
27-2012	Producers and Directors	$104,520	0.045%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
27-1021	Commercial and Industrial Designers	$87,530	0.039%
27-1022	Fashion Designers	$89,400	0.029%
27-4011	Audio and Video Technicians	$64,140	0.026%
27-3023	News Analysts, Reporters, and Journalists	$81,080	0.017%
27-1029	Designers, All Other	$91,810	0.014%
27-2022	Coaches and Scouts	$48,900	0.013%
27-3099	Media and Communication Workers, All Other	$63,270	0.009%
27-4032	Film and Video Editors	$83,100	0.007%
27-4031	Camera Operators, Television, Video, and Film	$59,160	0.005%
27-1023	Floral Designers	$39,920	0.005%
27-1013	Fine Artists, Including Painters, Sculptors, and Illustrators	$85,980	0.004%
27-4098	Lighting Technicians and Media and Communication Equipment Workers, All Other	$60,610	0.003%
27-2023	Umpires, Referees, and Other Sports Officials	$38,360	0.003%
27-4014	Sound Engineering Technicians	$70,470	0.002%
27-1027	Set and Exhibit Designers	$60,530	0.002%
27-1019	Artists and Related Workers, All Other	$93,840	0.001%
27-1012	Craft Artists	$59,460	0.001%
27-4012	Broadcast Technicians	$57,390	0.001%
	Weighted Mean Annual Wage	$81,665	1.421%
29-0000	**Healthcare Practitioners and Technical Occupations**		
29-1141	Registered Nurses	$138,000	1.900%
29-1228	Physicians, All Other; and Ophthalmologists, Except Pediatric	$173,990	0.831%
29-1292	Dental Hygienists	$113,940	0.701%
29-2098	Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other	$58,370	0.682%
29-2061	Licensed Practical and Licensed Vocational Nurses	$69,490	0.592%
29-1171	Nurse Practitioners	$157,150	0.510%
29-1021	Dentists, General	$169,730	0.349%
29-1215	Family Medicine Physicians	$213,960	0.343%
29-1071	Physician Assistants	$126,810	0.330%
29-2034	Radiologic Technologists and Technicians	$103,670	0.253%
29-2010	Clinical Laboratory Technologists and Technicians	$65,210	0.216%
29-1123	Physical Therapists	$102,470	0.211%
29-2057	Ophthalmic Medical Technicians	$52,660	0.173%
29-2056	Veterinary Technologists and Technicians	$46,670	0.155%
29-2055	Surgical Technologists	$72,790	0.119%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
29-1216	General Internal Medicine Physicians	$227,810	0.116%
29-1248	Surgeons, Except Ophthalmologists	$256,870	0.108%
29-1151	Nurse Anesthetists	$254,860	0.105%
29-1131	Veterinarians	$113,930	0.104%
29-1221	Pediatricians, General	$213,530	0.093%
29-1051	Pharmacists	$148,390	0.093%
29-2052	Pharmacy Technicians	$51,090	0.092%
29-1122	Occupational Therapists	$103,740	0.086%
29-2081	Opticians, Dispensing	$50,840	0.082%
29-2032	Diagnostic Medical Sonographers	$115,280	0.081%
29-1127	Speech-Language Pathologists	$97,500	0.073%
29-1041	Optometrists	$125,680	0.068%
29-1031	Dietitians and Nutritionists	$87,890	0.065%
29-9098	Health Information Technologists, Medical Registrars, Surgical Assistants, and Healthcare Practitioners and Technical Workers, All Other	$81,080	0.064%
29-1218	Obstetricians and Gynecologists	$223,430	0.059%
29-1223	Psychiatrists	$257,150	0.055%
29-1011	Chiropractors	$79,240	0.052%
29-2053	Psychiatric Technicians	$54,930	0.044%
29-2031	Cardiovascular Technologists and Technicians	$75,720	0.037%
29-2035	Magnetic Resonance Imaging Technologists	$104,870	0.029%
29-2040	Emergency Medical Technicians and Paramedics	$54,180	0.028%
29-1298	Acupuncturists and Healthcare Diagnosing or Treating Practitioners, All Other	$76,670	0.028%
29-1126	Respiratory Therapists	$97,950	0.027%
29-1124	Radiation Therapists	$142,300	0.025%
29-1181	Audiologists	$102,560	0.023%
29-9091	Athletic Trainers	$60,150	0.022%
29-1161	Nurse Midwives	$156,450	0.018%
29-1081	Podiatrists	$132,380	0.016%
29-2033	Nuclear Medicine Technologists	$124,660	0.014%
29-1129	Therapists, All Other	$62,790	0.011%
29-2091	Orthotists and Prosthetists	$81,090	0.007%
29-1125	Recreational Therapists	$74,200	0.005%
29-2051	Dietetic Technicians	$39,770	0.004%
29-2092	Hearing Aid Specialists	$66,050	0.004%
29-9092	Genetic Counselors	$108,000	0.002%
	Weighted Mean Annual Wage	$124,379	9.259%
31-0000	**Healthcare Support Occupations**		

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
31-9092	Medical Assistants	$48,920	2.108%
31-9091	Dental Assistants	$51,510	1.095%
31-1120	Home Health and Personal Care Aides	$30,320	0.255%
31-1131	Nursing Assistants	$45,100	0.239%
31-9096	Veterinary Assistants and Laboratory Animal Caretakers	$36,590	0.134%
31-2021	Physical Therapist Assistants	$63,110	0.095%
31-9094	Medical Transcriptionists	$50,060	0.086%
31-9097	Phlebotomists	$54,040	0.059%
31-2022	Physical Therapist Aides	$35,520	0.059%
31-9011	Massage Therapists	$50,560	0.052%
31-9093	Medical Equipment Preparers	$60,670	0.047%
31-9099	Healthcare Support Workers, All Other	$50,950	0.043%
31-2011	Occupational Therapy Assistants	$73,400	0.037%
31-1133	Psychiatric Aides	$30,930	0.015%
31-1132	Orderlies	$44,730	0.011%
31-9095	Pharmacy Aides	$46,430	0.010%
31-2012	Occupational Therapy Aides	$47,740	0.007%
	Weighted Mean Annual Wage	$48,408	4.353%
33-0000	**Protective Service Occupations**		
33-9032	Security Guards	$38,580	1.039%
33-1090	Miscellaneous First-Line Supervisors, Protective Service Workers	$61,530	0.064%
33-9021	Private Detectives and Investigators	$78,150	0.045%
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	$31,600	0.031%
33-9091	Crossing Guards and Flaggers	$52,400	0.031%
33-2011	Firefighters	$98,680	0.016%
33-9098	School Bus Monitors and Protective Service Workers, All Other	$49,650	0.016%
33-9011	Animal Control Workers	$51,070	0.002%
33-1021	First-Line Supervisors of Firefighting and Prevention Workers	$166,930	0.002%
33-2021	Fire Inspectors and Investigators	$119,380	0.001%
	Weighted Mean Annual Wage	$42,511	1.246%
35-0000	**Food Preparation and Serving Related Occupations**		
35-3011	Bartenders	$37,310	0.068%
35-3031	Waiters and Waitresses	$37,810	0.062%
35-3023	Fast Food and Counter Workers	$31,610	0.057%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	$44,560	0.052%
35-2021	Food Preparation Workers	$31,820	0.030%
35-2014	Cooks, Restaurant	$38,430	0.024%
35-2012	Cooks, Institution and Cafeteria	$40,710	0.022%
35-9021	Dishwashers	$31,680	0.017%
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	$35,040	0.015%
35-1011	Chefs and Head Cooks	$63,740	0.012%
35-3041	Food Servers, Nonrestaurant	$35,200	0.009%
35-2015	Cooks, Short Order	$34,460	0.003%
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	$34,520	0.002%
35-2011	Cooks, Fast Food	$27,060	0.001%
35-9099	Food Preparation and Serving Related Workers, All Other	$31,250	0.001%
35-2019	Cooks, All Other	$40,740	0.001%
	Weighted Mean Annual Wage	$37,675	0.377%
37-0000	**Building and Grounds Cleaning and Maintenance Occupations**		
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$38,870	7.030%
37-3011	Landscaping and Groundskeeping Workers	$43,940	4.364%
37-2012	Maids and Housekeeping Cleaners	$41,430	0.880%
37-2021	Pest Control Workers	$47,050	0.584%
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	$68,600	0.529%
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	$53,550	0.431%
37-3013	Tree Trimmers and Pruners	$49,440	0.316%
37-2019	Building Cleaning Workers, All Other	$32,430	0.107%
37-3012	Pesticide Handlers, Sprayers, and Applicators, Vegetation	$79,020	0.097%
37-3019	Grounds Maintenance Workers, All Other	$54,060	0.020%
	Weighted Mean Annual Wage	$42,914	14.358%
39-0000	**Personal Care and Service Occupations**		
39-2021	Animal Caretakers	$34,130	0.074%
39-9031	Exercise Trainers and Group Fitness Instructors	$59,340	0.073%
39-9011	Childcare Workers	$35,590	0.069%
39-9032	Recreation Workers	$36,490	0.067%
39-1098	First-Line Supervisors of Personal Service and Entertainment and Recreation Workers, Except Gambling Services	$54,240	0.031%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
39-5094	Skincare Specialists	$37,640	0.028%
39-9041	Residential Advisors	$42,720	0.018%
39-3091	Amusement and Recreation Attendants	$29,650	0.015%
39-9098	Crematory Operators and Personal Care and Service Workers, All Other	$35,060	0.011%
39-7010	Tour and Travel Guides	$42,380	0.009%
39-6011	Baggage Porters and Bellhops	$33,390	0.008%
39-3031	Ushers, Lobby Attendants, and Ticket Takers	$33,520	0.008%
39-6012	Concierges	$44,060	0.006%
39-5012	Hairdressers, Hairstylists, and Cosmetologists	$35,410	0.003%
39-3012	Gambling and Sports Book Writers and Runners	$32,190	0.002%
39-3093	Locker Room, Coatroom, and Dressing Room Attendants	$41,030	0.001%
39-3019	Gambling Service Workers, All Other	$35,260	0.001%
39-2011	Animal Trainers	$42,320	0.001%
	Weighted Mean Annual Wage	$41,279	0.426%
41-0000	**Sales and Related Occupations**		
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	$81,320	1.469%
41-3021	Insurance Sales Agents	$109,960	0.419%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	$81,830	0.379%
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	$104,680	0.285%
41-2031	Retail Salespersons	$34,810	0.171%
41-1012	First-Line Supervisors of Non-Retail Sales Workers	$77,590	0.162%
41-3031	Securities, Commodities, and Financial Services Sales Agents	$101,770	0.139%
41-3011	Advertising Sales Agents	$92,720	0.122%
41-9031	Sales Engineers	$125,730	0.099%
41-9011	Demonstrators and Product Promoters	$36,560	0.078%
41-9041	Telemarketers	$33,420	0.072%
41-1011	First-Line Supervisors of Retail Sales Workers	$46,980	0.059%
41-2011	Cashiers	$32,150	0.051%
41-3041	Travel Agents	$53,520	0.046%
41-9022	Real Estate Sales Agents	$71,070	0.037%
41-2021	Counter and Rental Clerks	$40,320	0.022%
41-2022	Parts Salespersons	$45,260	0.007%
41-2012	Gambling Change Persons and Booth Cashiers	$32,010	0.000%
	Weighted Mean Annual Wage	$81,059	3.685%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
43-0000	**Office and Administrative Support Occupations**		
43-4051	Customer Service Representatives	$49,200	2.549%
43-9061	Office Clerks, General	$46,920	2.493%
43-4171	Receptionists and Information Clerks	$39,990	1.818%
43-3031	Bookkeeping, Accounting, and Auditing Clerks	$54,980	1.729%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$51,170	1.697%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	$71,190	1.447%
43-6013	Medical Secretaries and Administrative Assistants	$49,140	1.382%
43-3021	Billing and Posting Clerks	$50,120	0.988%
43-6011	Executive Secretaries and Executive Administrative Assistants	$82,480	0.628%
43-6012	Legal Secretaries and Administrative Assistants	$69,990	0.332%
43-9041	Insurance Claims and Policy Processing Clerks	$53,480	0.268%
43-5061	Production, Planning, and Expediting Clerks	$63,180	0.262%
43-3011	Bill and Account Collectors	$55,830	0.244%
43-3051	Payroll and Timekeeping Clerks	$63,280	0.214%
43-4111	Interviewers, Except Eligibility and Loan	$55,180	0.207%
43-9021	Data Entry Keyers	$41,790	0.194%
43-5071	Shipping, Receiving, and Inventory Clerks	$42,910	0.189%
43-4131	Loan Interviewers and Clerks	$49,770	0.176%
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	$53,370	0.148%
43-9199	Office and Administrative Support Workers, All Other	$45,160	0.146%
43-4071	File Clerks	$41,240	0.135%
43-5032	Dispatchers, Except Police, Fire, and Ambulance	$54,040	0.074%
43-4199	Information and Record Clerks, All Other	$57,150	0.067%
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	$39,020	0.061%
43-2011	Switchboard Operators, Including Answering Service	$49,560	0.056%
43-3071	Tellers	$36,170	0.052%
43-3061	Procurement Clerks	$50,680	0.049%
43-5021	Couriers and Messengers	$42,320	0.047%
43-4151	Order Clerks	$45,220	0.045%
43-9071	Office Machine Operators, Except Computer	$35,990	0.038%
43-3099	Financial Clerks, All Other	$47,510	0.032%
43-5011	Cargo and Freight Agents	$50,610	0.030%
43-4041	Credit Authorizers, Checkers, and Clerks	$47,330	0.026%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	$41,640	0.024%
43-4141	New Accounts Clerks	$44,890	0.019%
43-9022	Word Processors and Typists	$63,600	0.016%
43-4011	Brokerage Clerks	$61,580	0.014%
43-4061	Eligibility Interviewers, Government Programs	$68,450	0.010%
43-9111	Statistical Assistants	$54,820	0.010%
43-9031	Desktop Publishers	$64,290	0.008%
43-5041	Meter Readers, Utilities	$76,620	0.008%
43-9081	Proofreaders and Copy Markers	$51,200	0.007%
43-4081	Hotel, Motel, and Resort Desk Clerks	$39,440	0.004%
43-2099	Communications Equipment Operators, All Other	$65,500	0.004%
43-4031	Court, Municipal, and License Clerks	$68,870	0.003%
43-2021	Telephone Operators	$48,480	0.003%
43-4121	Library Assistants, Clerical	$43,600	0.003%
	Weighted Mean Annual Wage	$52,314	17.996%
45-0000	**Farming, Fishing, and Forestry Occupations**		
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	$37,430	0.023%
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	$35,610	0.006%
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	$54,120	0.004%
45-2011	Agricultural Inspectors	$71,880	0.002%
45-2091	Agricultural Equipment Operators	$35,950	0.002%
45-2099	Agricultural Workers, All Other	$40,440	0.002%
45-4011	Forest and Conservation Workers	$28,010	0.001%
	Weighted Mean Annual Wage	$39,878	0.039%
47-0000	**Construction and Extraction Occupations**		
47-2061	Construction Laborers	$55,970	0.208%
47-4011	Construction and Building Inspectors	$101,820	0.110%
47-2111	Electricians	$100,400	0.068%
47-2031	Carpenters	$71,490	0.051%
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	$99,580	0.048%
47-2152	Plumbers, Pipefitters, and Steamfitters	$87,230	0.034%
47-2073	Operating Engineers and Other Construction Equipment Operators	$86,240	0.020%
47-2051	Cement Masons and Concrete Finishers	$65,350	0.011%
47-2141	Painters, Construction and Maintenance	$67,770	0.011%
47-2211	Sheet Metal Workers	$68,510	0.008%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
47-4090	Miscellaneous Construction and Related Workers	$63,360	0.007%
47-4041	Hazardous Materials Removal Workers	$48,770	0.007%
47-5097	Earth Drillers, Except Oil and Gas; and Explosives Workers, Ordnance Handling Experts, and Blasters	$64,130	0.006%
47-3019	Helpers, Construction Trades, All Other	$36,580	0.003%
47-5022	Excavating and Loading Machine and Dragline Operators, Surface Mining	$91,850	0.003%
47-2181	Roofers	$55,100	0.003%
47-2011	Boilermakers	$86,630	0.002%
47-2071	Paving, Surfacing, and Tamping Equipment Operators	$63,960	0.001%
47-5081	Helpers--Extraction Workers	$48,630	0.001%
47-5012	Rotary Drill Operators, Oil and Gas	$112,770	0.001%
47-2221	Structural Iron and Steel Workers	$75,630	0.001%
47-3012	Helpers--Carpenters	$41,650	0.001%
47-2121	Glaziers	$72,550	0.001%
47-2041	Carpet Installers	$64,200	0.001%
47-2151	Pipelayers	$68,280	0.001%
47-4051	Highway Maintenance Workers	$63,210	0.001%
	Weighted Mean Annual Wage	$76,185	0.620%
49-0000	**Installation, Maintenance, and Repair Occupations**		
49-9071	Maintenance and Repair Workers, General	$56,230	0.473%
49-9099	Installation, Maintenance, and Repair Workers, All Other	$55,210	0.152%
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	$89,740	0.113%
49-2098	Security and Fire Alarm Systems Installers	$50,410	0.063%
49-2011	Computer, Automated Teller, and Office Machine Repairers	$45,100	0.052%
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	$69,090	0.051%
49-9041	Industrial Machinery Mechanics	$78,010	0.036%
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	$45,750	0.034%
49-3023	Automotive Service Technicians and Mechanics	$58,630	0.031%
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	$68,840	0.027%
49-9052	Telecommunications Line Installers and Repairers	$64,390	0.024%
49-9062	Medical Equipment Repairers	$69,330	0.022%
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	$75,510	0.019%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	$79,500	0.017%
49-9094	Locksmiths and Safe Repairers	$63,770	0.016%
49-9098	Helpers--Installation, Maintenance, and Repair Workers	$37,740	0.015%
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	$76,480	0.013%
49-9043	Maintenance Workers, Machinery	$63,090	0.011%
49-9051	Electrical Power-Line Installers and Repairers	$111,740	0.007%
49-9044	Millwrights	$82,700	0.007%
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	$63,770	0.006%
49-2097	Audiovisual Equipment Installers and Repairers	$59,500	0.005%
49-3041	Farm Equipment Mechanics and Service Technicians	$42,060	0.005%
49-2091	Avionics Technicians	$91,240	0.004%
49-9069	Precision Instrument and Equipment Repairers, All Other	$77,950	0.003%
49-3021	Automotive Body and Related Repairers	$57,580	0.003%
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	$43,550	0.002%
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	$75,530	0.001%
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairers	$85,700	0.001%
49-9031	Home Appliance Repairers	$53,820	0.001%
49-9096	Riggers	$73,610	0.001%
49-3093	Tire Repairers and Changers	$36,640	0.001%
49-9081	Wind Turbine Service Technicians	$62,910	0.001%
49-2092	Electric Motor, Power Tool, and Related Repairers	$55,250	0.001%
	Weighted Mean Annual Wage	$60,320	1.246%
51-0000	**Production Occupations**		
51-2090	Miscellaneous Assemblers and Fabricators	$43,160	0.454%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	$49,860	0.261%
51-9199	Production Workers, All Other	$37,130	0.160%
51-9198	Helpers--Production Workers	$34,400	0.146%
51-9111	Packaging and Filling Machine Operators and Tenders	$34,740	0.096%
51-2028	Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	$43,800	0.086%
51-1011	First-Line Supervisors of Production and Operating Workers	$76,700	0.084%
51-6011	Laundry and Dry-Cleaning Workers	$34,880	0.066%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
51-4041	Machinists	$59,690	0.059%
51-4121	Welders, Cutters, Solderers, and Brazers	$58,600	0.046%
51-5112	Printing Press Operators	$43,690	0.039%
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	$39,080	0.033%
51-6099	Textile, Apparel, and Furnishings Workers, All Other	$37,420	0.030%
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	$44,990	0.023%
51-3092	Food Batchmakers	$35,300	0.018%
51-9081	Dental Laboratory Technicians	$43,620	0.018%
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	$41,700	0.017%
51-9083	Ophthalmic Laboratory Technicians	$43,010	0.016%
51-4199	Metal Workers and Plastic Workers, All Other	$49,010	0.014%
51-9161	Computer Numerically Controlled Tool Operators	$50,790	0.012%
51-6031	Sewing Machine Operators	$32,880	0.010%
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	$35,910	0.009%
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	$50,520	0.009%
51-5111	Prepress Technicians and Workers	$53,090	0.008%
51-3099	Food Processing Workers, All Other	$32,410	0.008%
51-8031	Water and Wastewater Treatment Plant and System Operators	$93,680	0.007%
51-9151	Photographic Process Workers and Processing Machine Operators	$51,650	0.007%
51-3011	Bakers	$36,960	0.006%
51-9082	Medical Appliance Technicians	$56,910	0.006%
51-4111	Tool and Die Makers	$72,410	0.006%
51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	$44,460	0.005%
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	$38,720	0.005%
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	$48,700	0.004%
51-8013	Power Plant Operators	$105,500	0.004%
51-2041	Structural Metal Fabricators and Fitters	$44,090	0.004%
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	$90,580	0.004%
51-6092	Fabric and Apparel Patternmakers	$44,530	0.004%
51-7011	Cabinetmakers and Bench Carpenters	$46,910	0.004%
51-5113	Print Binding and Finishing Workers	$39,120	0.004%
51-8021	Stationary Engineers and Boiler Operators	$103,370	0.004%
51-9032	Cutting and Slicing Machine Setters, Operators, and Tenders	$44,320	0.003%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
51-9011	Chemical Equipment Operators and Tenders	$56,050	0.003%
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	$45,170	0.003%
51-9162	Computer Numerically Controlled Tool Programmers	$81,250	0.003%
51-8099	Plant and System Operators, All Other	$79,160	0.002%
51-9071	Jewelers and Precious Stone and Metal Workers	$39,560	0.002%
51-7042	Woodworking Machine Setters, Operators, and Tenders, Except Sawing	$35,680	0.002%
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	$31,740	0.002%
51-6093	Upholsterers	$46,490	0.002%
51-4035	Milling and Planing Machine Setters, Operators, and Tenders, Metal and Plastic	$51,190	0.002%
51-3093	Food Cooking Machine Operators and Tenders	$29,560	0.002%
51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	$40,960	0.001%
51-9021	Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	$37,690	0.001%
51-4022	Forging Machine Setters, Operators, and Tenders, Metal and Plastic	$46,780	0.001%
51-7021	Furniture Finishers	$35,980	0.001%
51-4032	Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal and Plastic	$48,700	0.001%
51-9123	Painting, Coating, and Decorating Workers	$49,290	0.001%
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	$57,140	0.001%
51-3091	Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	$39,920	0.001%
51-3021	Butchers and Meat Cutters	$39,080	0.001%
51-6063	Textile Knitting and Weaving Machine Setters, Operators, and Tenders	$27,820	0.001%
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	$45,420	0.001%
51-6052	Tailors, Dressmakers, and Custom Sewers	$52,870	0.001%
51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	$53,800	0.001%
51-8092	Gas Plant Operators	$98,340	0.001%
51-4071	Foundry Mold and Coremakers	$43,730	0.001%
51-6021	Pressers, Textile, Garment, and Related Materials	$30,100	0.001%
51-2051	Fiberglass Laminators and Fabricators	$45,970	0.001%
	Weighted Mean Annual Wage	$44,646	1.867%
53-0000	**Transportation and Material Moving Occupations**		
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	$39,930	1.364%

FIGURE 35. OCCUPATION MIX AND AVERAGE WAGES FOR OFFICE/MEDICAL OFFICE/R&D, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Office Workers (c)
53-3031	Driver/Sales Workers	$34,920	0.383%
53-7065	Stockers and Order Fillers	$36,170	0.279%
53-7064	Packers and Packagers, Hand	$32,950	0.277%
53-3032	Heavy and Tractor-Trailer Truck Drivers	$51,440	0.193%
53-7051	Industrial Truck and Tractor Operators	$43,940	0.168%
53-3033	Light Truck Drivers	$48,790	0.121%
53-7061	Cleaners of Vehicles and Equipment	$33,470	0.119%
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	$66,690	0.080%
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	$40,610	0.056%
53-3099	Motor Vehicle Operators, All Other	$55,930	0.031%
53-6021	Parking Attendants	$34,320	0.022%
53-2012	Commercial Pilots	$113,260	0.014%
53-3052	Bus Drivers, Transit and Intercity	$58,860	0.006%
53-7063	Machine Feeders and Offbearers	$43,880	0.006%
53-7199	Material Moving Workers, All Other	$34,200	0.005%
53-2022	Airfield Operations Specialists	$56,410	0.005%
53-6051	Transportation Inspectors	$94,170	0.004%
53-6031	Automotive and Watercraft Service Attendants	$31,340	0.003%
53-6098	Aircraft Service Attendants and Transportation Workers, All Other	$52,040	0.003%
53-2011	Airline Pilots, Copilots, and Flight Engineers	$243,550	0.002%
53-6041	Traffic Technicians	$86,560	0.002%
53-2031	Flight Attendants	$51,230	0.001%
53-6061	Passenger Attendants	$34,080	0.001%
	Weighted Mean Annual Wage	$40,712	**3.162%**
	Total, Land Use	**$85,440.54**	**100.000%**

Notes:

(a) Occupational mix by industry was obtained from US Bureau of Labor Statistics, Occupational Employment Statistics, 2019.

(b) Wage data for the San Francisco Metropolitan Statistical Area was obtained from California Economic Development Department, OES Employment and Wages by Occupation, 2019.

(c) Distribution of workers is calculated based on the existing distribution of employment by industry in Marin County, provided by Quarterly Census of Employment and Wages (QCEW), 2019

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 36. OCCUPATIONAL MIX AND AVERAGE WAGES FOR RETAIL/RESTAURANT/SERVICES

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
11-0000	**Management Occupations**		
11-9051	Food Service Managers	$63,460	1.525%
11-1021	General and Operations Managers	$155,850	0.800%
11-2022	Sales Managers	$159,720	0.046%
11-3031	Financial Managers	$182,190	0.016%
11-3010	Administrative Services and Facilities Managers	$132,020	0.008%
11-2021	Marketing Managers	$181,720	0.007%
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	$168,900	0.005%
11-3121	Human Resources Managers	$163,810	0.004%
11-1011	Chief Executives	$236,060	0.003%
11-3071	Transportation, Storage, and Distribution Managers	$123,910	0.002%
11-3021	Computer and Information Systems Managers	$201,960	0.002%
11-3131	Training and Development Managers	$152,380	0.002%
11-9111	Medical and Health Services Managers	$142,760	0.001%
11-3061	Purchasing Managers	$154,870	0.001%
11-3051	Industrial Production Managers	$140,910	0.001%
	Weighted Mean Annual Wage	**$98,093**	**2.423%**
13-0000	**Business and Financial Operations Occupations**		
13-1151	Training and Development Specialists	$83,550	0.079%
13-1161	Market Research Analysts and Marketing Specialists	$91,350	0.041%
13-2011	Accountants and Auditors	$93,590	0.035%
13-1071	Human Resources Specialists	$89,820	0.029%
13-1121	Meeting, Convention, and Event Planners	$67,530	0.029%
13-1020	Buyers and Purchasing Agents	$79,040	0.019%
13-2072	Loan Officers	$84,940	0.012%
13-1198	Project Management Specialists and Business Operations Specialists, All Other	$93,010	0.009%
13-1051	Cost Estimators	$98,960	0.007%
13-2098	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	$119,100	0.003%
13-1111	Management Analysts	$113,750	0.001%
13-1081	Logisticians	$82,010	0.001%
13-2041	Credit Analysts	$109,330	0.001%
13-1041	Compliance Officers	$92,960	0.001%
	Weighted Mean Annual Wage	**$86,096**	**0.269%**

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
15-0000	**Computer and Mathematical Occupations**		
15-1232	Computer User Support Specialists	$75,640	0.004%
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	$145,250	0.003%
15-1244	Network and Computer Systems Administrators	$104,370	0.003%
15-1257	Web Developers and Digital Interface Designers	$110,790	0.003%
15-1299	Computer Occupations, All Other	$120,370	0.003%
15-1211	Computer Systems Analysts	$121,300	0.001%
15-1231	Computer Network Support Specialists	$85,990	0.001%
15-1251	Computer Programmers	$116,400	0.001%
	Weighted Mean Annual Wage	**$109,230**	**0.019%**
21-0000	**Community and Social Service Occupations**		
21-1019	Counselors, All Other	$66,150	0.001%
21-1022	Healthcare Social Workers	$86,560	0.0005%
	Weighted Mean Annual Wage	**$73,047**	**0.001%**
23-0000	**Legal Occupations**		
23-2093	Title Examiners, Abstractors, and Searchers	$59,890	0.002%
23-2099	Legal Support Workers, All Other	$61,510	0.0003%
23-1011	Lawyers	$188,910	0.0003%
	Weighted Mean Annual Wage	**$73,546**	**0.002%**
25-0000	**Educational Instruction and Library Occupations**		
25-3021	Self-Enrichment Teachers	$53,730	0.005%
25-3097	Tutors and Teachers and Instructors, All Other	$50,800	0.0001%
25-9031	Instructional Coordinators	$77,090	0.0001%
	Weighted Mean Annual Wage	**$54,313**	**0.005%**
27-0000	**Arts, Design, Entertainment, Sports, and Media Occupations**		
27-2012	Producers and Directors	$104,520	0.017%
27-3031	Public Relations Specialists	$84,520	0.011%
27-1026	Merchandise Displayers and Window Trimmers	$38,480	0.011%
27-4032	Film and Video Editors	$83,100	0.007%
27-4011	Audio and Video Technicians	$64,140	0.005%
27-1024	Graphic Designers	$77,110	0.005%
27-1025	Interior Designers	$72,240	0.004%
27-1014	Special Effects Artists and Animators	$97,570	0.004%
27-4031	Camera Operators, Television, Video, and Film	$59,160	0.003%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
27-4098	Lighting Technicians and Media and Communication Equipment Workers, All Other	$60,610	0.003%
27-3099	Media and Communication Workers, All Other	$63,270	0.002%
27-4021	Photographers	$61,530	0.002%
27-1027	Set and Exhibit Designers	$60,530	0.002%
27-1011	Art Directors	$135,970	0.002%
27-1023	Floral Designers	$39,920	0.002%
27-3041	Editors	$86,530	0.002%
27-1022	Fashion Designers	$89,400	0.001%
27-4014	Sound Engineering Technicians	$70,470	0.001%
27-1019	Artists and Related Workers, All Other	$93,840	0.001%
27-3043	Writers and Authors	$93,060	0.001%
27-1013	Fine Artists, Including Painters, Sculptors, and Illustrators	$85,980	0.001%
27-4012	Broadcast Technicians	$57,390	0.001%
	Weighted Mean Annual Wage	**$66,961**	**0.102%**
29-0000	**Healthcare Practitioners and Technical Occupations**		
29-2052	Pharmacy Technicians	$51,090	0.143%
29-1051	Pharmacists	$148,390	0.089%
29-2081	Opticians, Dispensing	$50,840	0.014%
29-1041	Optometrists	$125,680	0.004%
29-1031	Dietitians and Nutritionists	$87,890	0.003%
29-2092	Hearing Aid Specialists	$66,050	0.003%
29-1141	Registered Nurses	$138,000	0.002%
29-2091	Orthotists and Prosthetists	$81,090	0.001%
29-2057	Ophthalmic Medical Technicians	$52,660	0.001%
29-1126	Respiratory Therapists	$97,950	0.001%
29-1181	Audiologists	$102,560	0.001%
29-1171	Nurse Practitioners	$157,150	0.001%
29-2098	Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other	$58,370	0.001%
29-1298	Acupuncturists and Healthcare Diagnosing or Treating Practitioners, All Other	$76,670	0.001%
	Weighted Mean Annual Wage	**$86,954**	**0.266%**
31-0000	**Healthcare Support Occupations**		
31-9011	Massage Therapists	$50,560	0.041%
31-9095	Pharmacy Aides	$46,430	0.017%
31-9099	Healthcare Support Workers, All Other	$50,950	0.002%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
31-1120	Home Health and Personal Care Aides	$30,320	0.001%
31-9092	Medical Assistants	$48,920	0.001%
	Weighted Mean Annual Wage	**$48,986**	**0.063%**
33-0000	**Protective Service Occupations**		
33-9032	Security Guards	$38,580	0.106%
33-1090	Miscellaneous First-Line Supervisors, Protective Service Workers	$61,530	0.001%
33-9098	School Bus Monitors and Protective Service Workers, All Other	$49,650	0.001%
	Weighted Mean Annual Wage	**$38,981**	**0.108%**
35-0000	**Food Preparation and Serving Related Occupations**		
35-3023	Fast Food and Counter Workers	$31,610	28.085%
35-3031	Waiters and Waitresses	$37,810	18.684%
35-2014	Cooks, Restaurant	$38,430	10.548%
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	$44,560	6.745%
35-2011	Cooks, Fast Food	$27,060	4.527%
35-2021	Food Preparation Workers	$31,820	3.926%
35-9021	Dishwashers	$31,680	3.412%
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	$34,520	3.306%
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	$35,040	2.686%
35-3011	Bartenders	$37,310	2.682%
35-2015	Cooks, Short Order	$34,460	0.857%
35-1011	Chefs and Head Cooks	$63,740	0.599%
35-9099	Food Preparation and Serving Related Workers, All Other	$31,250	0.368%
35-3041	Food Servers, Nonrestaurant	$35,200	0.177%
35-2012	Cooks, Institution and Cafeteria	$40,710	0.082%
35-2019	Cooks, All Other	$40,740	0.002%
	Weighted Mean Annual Wage	**$35,217**	**86.687%**
37-0000	**Building and Grounds Cleaning and Maintenance Occupations**		
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$38,870	0.287%
37-2012	Maids and Housekeeping Cleaners	$41,430	0.022%
37-3011	Landscaping and Groundskeeping Workers	$43,940	0.011%
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	$53,550	0.002%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
	Weighted Mean Annual Wage	**$39,305**	**0.321%**
39-0000	**Personal Care and Service Occupations**		
39-5012	Hairdressers, Hairstylists, and Cosmetologists	$35,410	0.243%
39-5092	Manicurists and Pedicurists	$29,490	0.079%
39-2021	Animal Caretakers	$34,130	0.045%
39-5094	Skincare Specialists	$37,640	0.031%
39-1098	First-Line Supervisors of Personal Service and Entertainment and Recreation Workers, Except Gambling Services	$54,240	0.027%
39-3091	Amusement and Recreation Attendants	$29,650	0.025%
39-3031	Ushers, Lobby Attendants, and Ticket Takers	$33,520	0.020%
39-5011	Barbers	$52,940	0.014%
39-5093	Shampooers	-	0.009%
39-9098	Crematory Operators and Personal Care and Service Workers, All Other	$35,060	0.007%
39-3093	Locker Room, Coatroom, and Dressing Room Attendants	$41,030	0.005%
39-9031	Exercise Trainers and Group Fitness Instructors	$59,340	0.004%
39-2011	Animal Trainers	$42,320	0.003%
39-6012	Concierges	$44,060	0.002%
39-3021	Motion Picture Projectionists	$34,350	0.001%
39-5091	Makeup Artists, Theatrical and Performance	-	0.001%
39-4021	Funeral Attendants	$39,180	0.001%
39-4031	Morticians, Undertakers, and Funeral Arrangers	$60,050	0.001%
39-3092	Costume Attendants	$42,930	0.001%
39-6011	Baggage Porters and Bellhops	$33,390	0.001%
39-7010	Tour and Travel Guides	$42,380	0.001%
39-9011	Childcare Workers	$35,590	0.001%
	Weighted Mean Annual Wage	**$35,291**	**0.523%**
41-0000	**Sales and Related Occupations**		
41-2011	Cashiers	$32,150	3.652%
41-2031	Retail Salespersons	$34,810	1.668%
41-1011	First-Line Supervisors of Retail Sales Workers	$46,980	0.367%
41-2022	Parts Salespersons	$45,260	0.083%
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	$81,320	0.080%
41-2021	Counter and Rental Clerks	$40,320	0.072%
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	$81,830	0.035%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
41-1012	First-Line Supervisors of Non-Retail Sales Workers	$77,590	0.013%
41-9099	Sales and Related Workers, All Other	-	0.010%
41-3031	Securities, Commodities, and Financial Services Sales Agents	$101,770	0.004%
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	$104,680	0.003%
41-9041	Telemarketers	$33,420	0.003%
41-9011	Demonstrators and Product Promoters	$36,560	0.002%
41-3011	Advertising Sales Agents	$92,720	0.001%
41-3021	Insurance Sales Agents	$109,960	0.001%
	Weighted Mean Annual Wage	**$35,176**	**5.992%**
43-0000	**Office and Administrative Support Occupations**		
43-9061	Office Clerks, General	$46,920	0.285%
43-4051	Customer Service Representatives	$49,200	0.214%
43-3031	Bookkeeping, Accounting, and Auditing Clerks	$54,980	0.202%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$51,170	0.094%
43-4171	Receptionists and Information Clerks	$39,990	0.093%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	$71,190	0.068%
43-5071	Shipping, Receiving, and Inventory Clerks	$42,910	0.045%
43-4151	Order Clerks	$45,220	0.016%
43-3051	Payroll and Timekeeping Clerks	$63,280	0.015%
43-3021	Billing and Posting Clerks	$50,120	0.011%
43-6011	Executive Secretaries and Executive Administrative Assistants	$82,480	0.008%
43-5061	Production, Planning, and Expediting Clerks	$63,180	0.007%
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	$53,370	0.006%
43-2011	Switchboard Operators, Including Answering Service	$49,560	0.006%
43-9199	Office and Administrative Support Workers, All Other	$45,160	0.005%
43-3011	Bill and Account Collectors	$55,830	0.004%
43-5032	Dispatchers, Except Police, Fire, and Ambulance	$54,040	0.003%
43-4071	File Clerks	$41,240	0.003%
43-3061	Procurement Clerks	$50,680	0.003%
43-5021	Couriers and Messengers	$42,320	0.003%
43-9021	Data Entry Keyers	$41,790	0.002%
43-4199	Information and Record Clerks, All Other	$57,150	0.002%
43-4041	Credit Authorizers, Checkers, and Clerks	$47,330	0.002%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
43-4131	Loan Interviewers and Clerks	$49,770	0.002%
43-6013	Medical Secretaries and Administrative Assistants	$49,140	0.001%
43-9041	Insurance Claims and Policy Processing Clerks	$53,480	0.001%
	Weighted Mean Annual Wage	**$50,617**	**1.104%**
45-0000	**Farming, Fishing, and Forestry Occupations**		
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	$37,430	0.002%
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	$54,120	0.0001%
	Weighted Mean Annual Wage	**$38,161**	**0.002%**
47-0000	**Construction and Extraction Occupations**		
47-2031	Carpenters	$71,490	0.007%
47-2121	Glaziers	$72,550	0.005%
47-2041	Carpet Installers	$64,200	0.005%
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	$99,580	0.002%
47-2111	Electricians	$100,400	0.001%
47-2042	Floor Layers, Except Carpet, Wood, and Hard Tiles	$66,540	0.001%
47-2061	Construction Laborers	$55,970	0.001%
47-4031	Fence Erectors	$44,820	0.001%
47-2044	Tile and Stone Setters	$59,410	0.001%
	Weighted Mean Annual Wage	**$70,399**	**0.027%**
49-0000	**Installation, Maintenance, and Repair Occupations**		
49-3023	Automotive Service Technicians and Mechanics	$58,630	0.273%
49-9071	Maintenance and Repair Workers, General	$56,230	0.166%
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	$89,740	0.038%
49-3021	Automotive Body and Related Repairers	$57,580	0.028%
49-3093	Tire Repairers and Changers	$36,640	0.018%
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	$43,550	0.010%
49-9099	Installation, Maintenance, and Repair Workers, All Other	$55,210	0.009%
49-2011	Computer, Automated Teller, and Office Machine Repairers	$45,100	0.008%
49-9098	Helpers--Installation, Maintenance, and Repair Workers	$37,740	0.007%
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	$68,840	0.006%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
49-3091	Bicycle Repairers	$32,090	0.006%
49-9031	Home Appliance Repairers	$53,820	0.004%
49-9011	Mechanical Door Repairers	$52,210	0.003%
49-9063	Musical Instrument Repairers and Tuners	-	0.003%
49-2097	Audiovisual Equipment Installers and Repairers	$59,500	0.003%
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	$45,750	0.003%
49-9062	Medical Equipment Repairers	$69,330	0.002%
49-2096	Electronic Equipment Installers and Repairers, Motor Vehicles	$47,500	0.002%
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	$76,480	0.001%
49-3052	Motorcycle Mechanics	$57,800	0.001%
49-3051	Motorboat Mechanics and Service Technicians	$59,490	0.001%
49-3092	Recreational Vehicle Service Technicians	$42,360	0.001%
49-9096	Riggers	$73,610	0.001%
49-9095	Manufactured Building and Mobile Home Installers	-	0.001%
	Weighted Mean Annual Wage	**$57,919**	**0.594%**
51-0000	**Production Occupations**		
51-3011	Bakers	$36,960	0.349%
51-6011	Laundry and Dry-Cleaning Workers	$34,880	0.032%
51-3092	Food Batchmakers	$35,300	0.032%
51-3021	Butchers and Meat Cutters	$39,080	0.018%
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	$57,140	0.014%
51-1011	First-Line Supervisors of Production and Operating Workers	$76,700	0.013%
51-2090	Miscellaneous Assemblers and Fabricators	$43,160	0.010%
51-3091	Food and Tobacco Roasting, Baking, and Drying Machine Operators and Tenders	$39,920	0.009%
51-6021	Pressers, Textile, Garment, and Related Materials	$30,100	0.009%
51-6052	Tailors, Dressmakers, and Custom Sewers	$52,870	0.007%
51-9083	Ophthalmic Laboratory Technicians	$43,010	0.006%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	$49,860	0.005%
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	$35,910	0.005%
51-3099	Food Processing Workers, All Other	$32,410	0.005%
51-6031	Sewing Machine Operators	$32,880	0.004%
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	$50,520	0.003%
51-9198	Helpers--Production Workers	$34,400	0.003%

FIGURE 36. OCCUPATIONAL MIX AND WAGES FOR RETAIL/RESTAURANT/SERVICES, CONTINUED

Occupation Code	Occupation Title (a)	Average Annual Wage (b)	Share of Total Retail Workers (c)
51-9151	Photographic Process Workers and Processing Machine Operators	$51,650	0.002%
51-9199	Production Workers, All Other	$37,130	0.001%
51-7011	Cabinetmakers and Bench Carpenters	$46,910	0.001%
51-9082	Medical Appliance Technicians	$56,910	0.001%
51-9194	Etchers and Engravers	-	0.001%
51-9195	Molders, Shapers, and Casters, Except Metal and Plastic	$44,460	0.001%
51-5112	Printing Press Operators	$43,690	0.001%
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	$48,700	0.001%
51-9071	Jewelers and Precious Stone and Metal Workers	$39,560	0.001%
51-4121	Welders, Cutters, Solderers, and Brazers	$58,600	0.001%
51-9111	Packaging and Filling Machine Operators and Tenders	$34,740	0.001%
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	$31,740	0.001%
	Weighted Mean Annual Wage	**$38,854**	**0.536%**
53-0000	**Transportation and Material Moving Occupations**		
53-3033	Light Truck Drivers	$48,790	0.377%
53-7065	Stockers and Order Fillers	$36,170	0.189%
53-7061	Cleaners of Vehicles and Equipment	$33,470	0.096%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	$39,930	0.093%
53-6021	Parking Attendants	$34,320	0.063%
53-6031	Automotive and Watercraft Service Attendants	$31,340	0.028%
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	$66,690	0.026%
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	$40,610	0.023%
53-3032	Heavy and Tractor-Trailer Truck Drivers	$51,440	0.016%
53-7064	Packers and Packagers, Hand	$32,950	0.013%
53-3099	Motor Vehicle Operators, All Other	$55,930	0.011%
53-7051	Industrial Truck and Tractor Operators	$43,940	0.009%
53-7199	Material Moving Workers, All Other	$34,200	0.006%
53-3031	Driver/Sales Workers	$34,920	0.005%
53-6098	Aircraft Service Attendants and Transportation Workers, All Other	$52,040	0.001%
	Weighted Mean Annual Wage	**$42,424**	**0.958%**
	Total, Land Use	**$37,493**	**100.000%**

Notes:

(a) Occupational mix by industry was obtained from US Bureau of Labor Statistics, Occupational Employment Statistics, 2019.

(b) Wage data for the San Francisco Metropolitan Statistical Area was obtained from California Economic Development Department, OES Employment and Wages by Occupation, 2019.

(c) Distribution of workers is calculated based on the existing distribution of employment by industry in Marin County, provided by Quarterly Census of Employment and Wages (QCEW), 2019

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
11-0000	**Management Occupations**		
11-9081	Lodging Managers	$104,250	1.622%
11-1021	General and Operations Managers	$155,850	0.810%
11-9051	Food Service Managers	$63,460	0.422%
11-2022	Sales Managers	$159,720	0.308%
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	$168,900	0.214%
11-3031	Financial Managers	$182,190	0.206%
11-3010	Administrative Services and Facilities Managers	$132,020	0.192%
11-3121	Human Resources Managers	$163,810	0.100%
11-9071	Gambling Managers	$125,300	0.094%
11-2021	Marketing Managers	$181,720	0.080%
11-3021	Computer and Information Systems Managers	$201,960	0.035%
11-1011	Chief Executives	$236,060	0.021%
11-3061	Purchasing Managers	$154,870	0.021%
11-9141	Property, Real Estate, and Community Association Managers	$92,930	0.019%
11-2030	Public Relations and Fundraising Managers	$142,950	0.012%
11-9041	Architectural and Engineering Managers	$186,500	0.011%
11-2011	Advertising and Promotions Managers	$175,210	0.008%
11-9021	Construction Managers	$134,880	0.007%
11-3131	Training and Development Managers	$152,380	0.005%
11-3071	Transportation, Storage, and Distribution Managers	$123,910	0.005%
11-3111	Compensation and Benefits Managers	$170,770	0.003%
11-3051	Industrial Production Managers	$140,910	0.003%
	Weighted Mean Annual Wage	**$128,280**	**4.198%**
13-0000	**Business and Financial Operations Occupations**		
13-1121	Meeting, Convention, and Event Planners	$67,530	0.441%
13-2011	Accountants and Auditors	$93,590	0.438%
13-1071	Human Resources Specialists	$89,820	0.225%
13-1161	Market Research Analysts and Marketing Specialists	$91,350	0.182%
13-1198	Project Management Specialists and Business Operations Specialists, All Other	$93,010	0.145%
13-1020	Buyers and Purchasing Agents	$79,040	0.087%
13-1151	Training and Development Specialists	$83,550	0.040%
13-1041	Compliance Officers	$92,960	0.029%
13-2098	Financial and Investment Analysts, Financial Risk Specialists, and Financial Specialists, All Other	$119,100	0.028%
13-1111	Management Analysts	$113,750	0.020%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
13-1141	Compensation, Benefits, and Job Analysis Specialists	$83,230	0.013%
13-1075	Labor Relations Specialists	$86,370	0.006%
13-2041	Credit Analysts	$109,330	0.003%
13-2031	Budget Analysts	$93,800	0.002%
	Weighted Mean Annual Wage	**$85,441**	**1.660%**
15-0000	**Computer and Mathematical Occupations**		
15-1232	Computer User Support Specialists	$75,640	0.071%
15-1244	Network and Computer Systems Administrators	$104,370	0.041%
15-1299	Computer Occupations, All Other	$120,370	0.022%
15-1211	Computer Systems Analysts	$121,300	0.015%
15-1231	Computer Network Support Specialists	$85,990	0.011%
15-1245	Database Administrators and Architects	$107,930	0.008%
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	$145,250	0.008%
15-1241	Computer Network Architects	$137,720	0.006%
15-1212	Information Security Analysts	$122,570	0.005%
15-1257	Web Developers and Digital Interface Designers	$110,790	0.005%
15-1251	Computer Programmers	$116,400	0.002%
	Weighted Mean Annual Wage	**$99,597**	**0.195%**
17-0000	**Architecture and Engineering Occupations**		
17-3023	Electrical and Electronic Engineering Technologists and Technicians	$67,200	0.012%
17-2141	Mechanical Engineers	$123,270	0.008%
17-2199	Engineers, All Other	$113,050	0.004%
17-2051	Civil Engineers	$120,110	0.003%
17-3027	Mechanical Engineering Technologists and Technicians	$61,100	0.003%
17-2071	Electrical Engineers	$120,990	0.000%
	Weighted Mean Annual Wage	**$93,450**	**0.031%**
19-0000	**Life, Physical, and Social Science Occupations**		
19-5011	Occupational Health and Safety Specialists	$108,230	0.005%
	Weighted Mean Annual Wage	**$108,230**	**0.005%**
23-0000	**Legal Occupations**		
23-1011	Lawyers	$188,910	0.005%
23-2011	Paralegals and Legal Assistants	$71,360	0.002%
	Weighted Mean Annual Wage	**$152,176**	**0.008%**

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
27-0000	**Arts, Design, Entertainment, Sports, and Media Occupations**		
27-4011	Audio and Video Technicians	$64,140	0.139%
27-2022	Coaches and Scouts	$48,900	0.065%
27-3031	Public Relations Specialists	$84,520	0.039%
27-3099	Media and Communication Workers, All Other	$63,270	0.027%
27-1024	Graphic Designers	$77,110	0.019%
27-4098	Lighting Technicians and Media and Communication Equipment Workers, All Other	$60,610	0.010%
27-1023	Floral Designers	$39,920	0.009%
27-2090	Miscellaneous Entertainers and Performers, Sports and Related Workers	*	0.006%
27-1026	Merchandise Displayers and Window Trimmers	$38,480	0.005%
27-2021	Athletes and Sports Competitors	-	0.003%
27-2042	Musicians and Singers	*	0.002%
27-2011	Actors	*	0.000%
	Weighted Mean Annual Wage	**$62,212**	**0.340%**
29-0000	**Healthcare Practitioners and Technical Occupations**		
29-2040	Emergency Medical Technicians and Paramedics	$54,180	0.013%
29-1141	Registered Nurses	$138,000	0.002%
	Weighted Mean Annual Wage	**$67,277**	**0.016%**
31-0000	**Healthcare Support Occupations**		
31-9011	Massage Therapists	$50,560	0.516%
	Weighted Mean Annual Wage	**$50,560**	**0.516%**
33-0000	**Protective Service Occupations**		
33-9032	Security Guards	$38,580	1.530%
33-9092	Lifeguards, Ski Patrol, and Other Recreational Protective Service Workers	$31,600	0.338%
33-1090	Miscellaneous First-Line Supervisors, Protective Service Workers	$61,530	0.190%
33-9031	Gambling Surveillance Officers and Gambling Investigators	$43,940	0.149%
33-9098	School Bus Monitors and Protective Service Workers, All Other	$49,650	0.015%
33-9021	Private Detectives and Investigators	$78,150	0.003%
	Weighted Mean Annual Wage	**$39,966**	**2.226%**
35-0000	**Food Preparation and Serving Related Occupations**		
35-3031	Waiters and Waitresses	$37,810	7.632%
35-2014	Cooks, Restaurant	$38,430	4.125%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	$35,040	2.993%
35-3011	Bartenders	$37,310	2.144%
35-9021	Dishwashers	$31,680	1.520%
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	$44,560	1.508%
35-3041	Food Servers, Nonrestaurant	$35,200	1.378%
35-3023	Fast Food and Counter Workers	$31,610	1.153%
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	$34,520	0.949%
35-1011	Chefs and Head Cooks	$63,740	0.735%
35-2021	Food Preparation Workers	$31,820	0.702%
35-9099	Food Preparation and Serving Related Workers, All Other	$31,250	0.290%
35-2012	Cooks, Institution and Cafeteria	$40,710	0.213%
35-2015	Cooks, Short Order	$34,460	0.129%
35-2011	Cooks, Fast Food	$27,060	0.037%
35-2019	Cooks, All Other	$40,740	0.034%
	Weighted Mean Annual Wage	**$37,537**	**25.543%**
37-0000	**Building and Grounds Cleaning and Maintenance Occupations**		
37-2012	Maids and Housekeeping Cleaners	$41,430	22.801%
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	$38,870	2.336%
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	$53,550	1.759%
37-3011	Landscaping and Groundskeeping Workers	$43,940	0.575%
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	$68,600	0.085%
37-3019	Grounds Maintenance Workers, All Other	$54,060	0.021%
37-2019	Building Cleaning Workers, All Other	$32,430	0.020%
37-3012	Pesticide Handlers, Sprayers, and Applicators, Vegetation	$79,020	0.010%
	Weighted Mean Annual Wage	**$42,139**	**27.608%**
39-0000	**Personal Care and Service Occupations**		
39-3011	Gambling Dealers	$26,750	2.633%
39-6011	Baggage Porters and Bellhops	$33,390	1.139%
39-1013	First-Line Supervisors of Gambling Services Workers	$52,020	0.784%
39-3091	Amusement and Recreation Attendants	$29,650	0.757%
39-6012	Concierges	$44,060	0.635%
39-9032	Recreation Workers	$36,490	0.261%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
39-1098	First-Line Supervisors of Personal Service and Entertainment and Recreation Workers, Except Gambling Services	$54,240	0.249%
39-9098	Crematory Operators and Personal Care and Service Workers, All Other	$35,060	0.238%
39-3019	Gambling Service Workers, All Other	$35,260	0.223%
39-3093	Locker Room, Coatroom, and Dressing Room Attendants	$41,030	0.171%
39-9031	Exercise Trainers and Group Fitness Instructors	$59,340	0.142%
39-5094	Skincare Specialists	$37,640	0.130%
39-3031	Ushers, Lobby Attendants, and Ticket Takers	$33,520	0.114%
39-3012	Gambling and Sports Book Writers and Runners	$32,190	0.072%
39-5092	Manicurists and Pedicurists	$29,490	0.070%
39-5012	Hairdressers, Hairstylists, and Cosmetologists	$35,410	0.068%
39-9011	Childcare Workers	$35,590	0.041%
39-7010	Tour and Travel Guides	$42,380	0.039%
39-3099	Entertainment Attendants and Related Workers, All Other	$37,000	0.037%
39-3092	Costume Attendants	$42,930	0.020%
39-2011	Animal Trainers	$42,320	0.000%
	Weighted Mean Annual Wage	**$35,162**	**7.833%**
41-0000	**Sales and Related Occupations**		
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	$81,320	1.184%
41-2011	Cashiers	$32,150	0.704%
41-2031	Retail Salespersons	$34,810	0.328%
41-2012	Gambling Change Persons and Booth Cashiers	$32,010	0.326%
41-1011	First-Line Supervisors of Retail Sales Workers	$46,980	0.144%
41-1012	First-Line Supervisors of Non-Retail Sales Workers	$77,590	0.088%
41-9099	Sales and Related Workers, All Other	-	0.041%
41-2021	Counter and Rental Clerks	$40,320	0.039%
41-9041	Telemarketers	$33,420	0.030%
41-3041	Travel Agents	$53,520	0.015%
41-3011	Advertising Sales Agents	$92,720	0.007%
41-9021	Real Estate Brokers	*	0.002%
	Weighted Mean Annual Wage	**$54,861**	**2.959%**
43-0000	**Office and Administrative Support Occupations**		
43-4081	Hotel, Motel, and Resort Desk Clerks	$39,440	12.021%
43-1011	First-Line Supervisors of Office and Administrative Support Workers	$71,190	1.755%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
43-3031	Bookkeeping, Accounting, and Auditing Clerks	$54,980	1.037%
43-4051	Customer Service Representatives	$49,200	0.440%
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$51,170	0.427%
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	*	0.297%
43-3041	Gambling Cage Workers	$30,160	0.292%
43-4171	Receptionists and Information Clerks	$39,990	0.263%
43-2011	Switchboard Operators, Including Answering Service	$49,560	0.233%
43-5071	Shipping, Receiving, and Inventory Clerks	$42,910	0.109%
43-6011	Executive Secretaries and Executive Administrative Assistants	$82,480	0.100%
43-5032	Dispatchers, Except Police, Fire, and Ambulance	$54,040	0.071%
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	$53,370	0.056%
43-9199	Office and Administrative Support Workers, All Other	$45,160	0.053%
43-3051	Payroll and Timekeeping Clerks	$63,280	0.050%
43-5061	Production, Planning, and Expediting Clerks	$63,180	0.042%
43-3061	Procurement Clerks	$50,680	0.032%
43-3021	Billing and Posting Clerks	$50,120	0.024%
43-5021	Couriers and Messengers	$42,320	0.020%
43-2021	Telephone Operators	$48,480	0.016%
43-4151	Order Clerks	$45,220	0.015%
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	$41,640	0.011%
43-4199	Information and Record Clerks, All Other	$57,150	0.009%
43-3011	Bill and Account Collectors	$55,830	0.008%
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	$39,020	0.007%
43-4041	Credit Authorizers, Checkers, and Clerks	$47,330	0.005%
43-4071	File Clerks	$41,240	0.004%
43-2099	Communications Equipment Operators, All Other	$65,500	0.003%
43-9021	Data Entry Keyers	$41,790	0.003%
43-3099	Financial Clerks, All Other	$47,510	0.002%
	Weighted Mean Annual Wage	**$44,074**	**17.792%**
45-0000	**Farming, Fishing, and Forestry Occupations**		
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	$35,610	0.007%
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	$54,120	0.002%
	Weighted Mean Annual Wage	**$39,723**	**0.009%**

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
47-0000	**Construction and Extraction Occupations**		
47-2141	Painters, Construction and Maintenance	$67,770	0.093%
47-2031	Carpenters	$71,490	0.052%
47-2111	Electricians	$100,400	0.040%
47-2152	Plumbers, Pipefitters, and Steamfitters	$87,230	0.018%
47-2073	Operating Engineers and Other Construction Equipment Operators	$86,240	0.017%
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	$99,580	0.011%
47-2061	Construction Laborers	$55,970	0.006%
47-2011	Boilermakers	$86,630	0.003%
47-2041	Carpet Installers	$64,200	0.003%
47-4051	Highway Maintenance Workers	$63,210	0.002%
47-4090	Miscellaneous Construction and Related Workers	$63,360	0.002%
	Weighted Mean Annual Wage	**$77,765**	**0.248%**
49-0000	**Installation, Maintenance, and Repair Occupations**		
49-9071	Maintenance and Repair Workers, General	$56,230	4.443%
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	$89,740	0.406%
49-9091	Coin, Vending, and Amusement Machine Servicers and Repairers	$43,550	0.136%
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	$76,480	0.041%
49-9099	Installation, Maintenance, and Repair Workers, All Other	$55,210	0.041%
49-3053	Outdoor Power Equipment and Other Small Engine Mechanics	$45,750	0.021%
49-9098	Helpers--Installation, Maintenance, and Repair Workers	$37,740	0.016%
49-3023	Automotive Service Technicians and Mechanics	$58,630	0.014%
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	$75,510	0.011%
49-9043	Maintenance Workers, Machinery	$63,090	0.008%
49-9094	Locksmiths and Safe Repairers	$63,770	0.006%
49-9041	Industrial Machinery Mechanics	$78,010	0.004%
49-2092	Electric Motor, Power Tool, and Related Repairers	$55,250	0.003%
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	$79,500	0.003%
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	$68,840	0.003%
49-2011	Computer, Automated Teller, and Office Machine Repairers	$45,100	0.001%
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	$75,530	0.001%
	Weighted Mean Annual Wage	**$58,694**	**5.162%**

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
51-0000	**Production Occupations**		
51-6011	Laundry and Dry-Cleaning Workers	$34,880	1.846%
51-3011	Bakers	$36,960	0.187%
51-1011	First-Line Supervisors of Production and Operating Workers	$76,700	0.051%
51-8021	Stationary Engineers and Boiler Operators	$103,370	0.030%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	$49,860	0.020%
51-6052	Tailors, Dressmakers, and Custom Sewers	$52,870	0.018%
51-3021	Butchers and Meat Cutters	$39,080	0.010%
51-6031	Sewing Machine Operators	$32,880	0.010%
51-6021	Pressers, Textile, Garment, and Related Materials	$30,100	0.009%
51-6093	Upholsterers	$46,490	0.007%
51-9193	Cooling and Freezing Equipment Operators and Tenders	$39,590	0.006%
51-8031	Water and Wastewater Treatment Plant and System Operators	$93,680	0.005%
51-9199	Production Workers, All Other	$37,130	0.002%
51-3092	Food Batchmakers	$35,300	0.002%
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	$57,140	0.002%
51-9111	Packaging and Filling Machine Operators and Tenders	$34,740	0.002%
	Weighted Mean Annual Wage	**$37,439**	**2.208%**
53-0000	**Transportation and Material Moving Occupations**		
53-3058	Passenger Vehicle Drivers, Except Bus Drivers, Transit and Intercity	$40,610	0.437%
53-6021	Parking Attendants	$34,320	0.394%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	$39,930	0.221%
53-7065	Stockers and Order Fillers	$36,170	0.200%
53-3031	Driver/Sales Workers	$34,920	0.069%
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	$66,690	0.039%
53-3033	Light Truck Drivers	$48,790	0.028%
53-3032	Heavy and Tractor-Trailer Truck Drivers	$51,440	0.011%
53-3099	Motor Vehicle Operators, All Other	$55,930	0.011%
53-6031	Automotive and Watercraft Service Attendants	$31,340	0.007%
53-6061	Passenger Attendants	$34,080	0.005%
53-3052	Bus Drivers, Transit and Intercity	$58,860	0.004%
53-5021	Captains, Mates, and Pilots of Water Vessels	$95,770	0.003%
53-7199	Material Moving Workers, All Other	$34,200	0.003%

FIGURE 37. OCCUPATIONAL MIX AND AVERAGE WAGES FOR HOTEL, CONTINUED

Occupation Code	Occupation Name (a)	Average Annual Wage (b)	Share of Total Hotel Workers (c)
53-4041	Subway and Streetcar Operators	$56,730	0.003%
53-5022	Motorboat Operators	-	0.002%
53-7051	Industrial Truck and Tractor Operators	$43,940	0.000%
	Weighted Mean Annual Wage	**$39,024**	**1.444%**
	Total, Land Use	**$46,473**	**100.000%**

Notes:

(a) Occupational mix by industry was obtained from US Bureau of Labor Statistics, Occupational Employment Statistics, 2019.

(b) Wage data for the San Francisco Metropolitan Statistical Area was obtained from California Economic Development Department, OES Employment and Wages by Occupation, 2019.

(c) Distribution of workers is calculated based on the existing distribution of employment by industry in Marin County, provided by Quarterly Census of Employment and Wages (QCEW), 2019

Source: Strategic Economics and Vernazza Wolfe Associates, 2021.

Inclusionary Housing Ordinance and Related Programs and Fees

May 23, 2023

Town Council Meeting

SAN ANSELMO

Purpose:

Conduct a public hearing for the following:

- Introduction and first reading of a Zoning Ordinance amendment to add Chapter 21, “Affordable Housing” to Title 10, “Planning and Zoning” to establish an Inclusionary Housing Program and Affordable Housing Fund; and

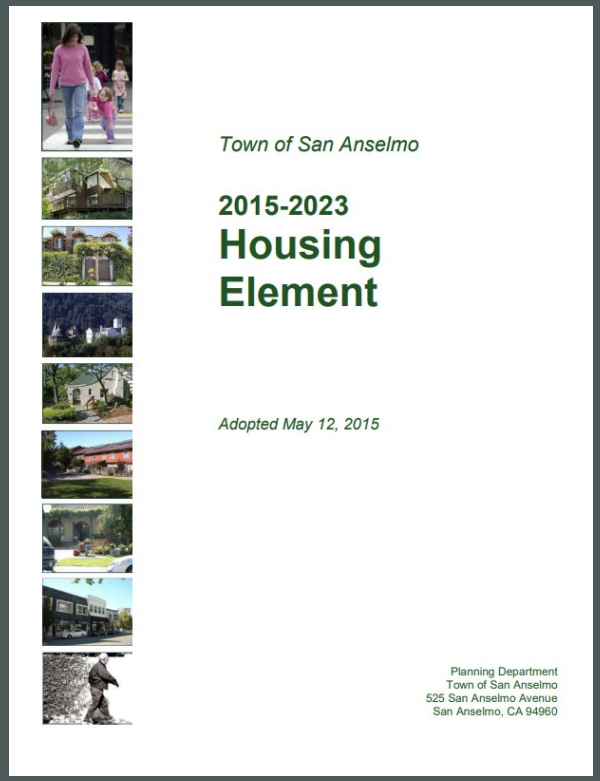
- Adoption of implementing inclusionary housing regulations; and

- Adoption of establishing in-lieu and commercial/non-residential linkage affordable housing fees.

Background:

- What is inclusionary Housing?
  - Policies that tap the economic gains from rising real estate values to create affordable housing.
    - Set-aside a certain number of moderate to low-income affordable housing units or payment of in-lieu fees.
  - Helps achieve RHNA allocations

- 2015-2023 Housing Element Program H3.C
  - Establish criteria and adopt an Inclusionary Housing Ordinance
    - Fairfax and San Anselmo only Marin city or town to not have an adopted Inclusionary Housing Ordinance

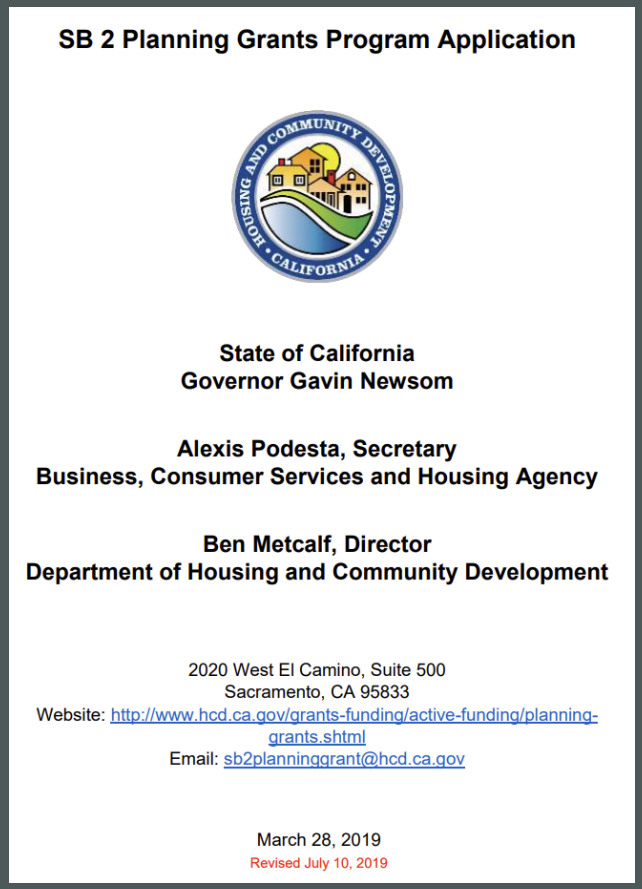


Background:

- What is a Commercial Linkage Fee?
  - Fees collected for new commercial development and placed in an Affordable Housing fund to provide for the construction and/or maintenance of affordable residential units.

Background:

- 2019 SB 2 Grant Awarded for a Multi-jurisdictional effort to develop common inclusionary policies
  - Corte Madera, Fairfax, Larkspur, San Rafael, Sausalito, and the County.
  - Policies need to be adopted by the end of June 2023



SB 2 Planning Grants Program Application

State of California
Governor Gavin Newsom

Alexis Podesta, Secretary
Business, Consumer Services and Housing Agency

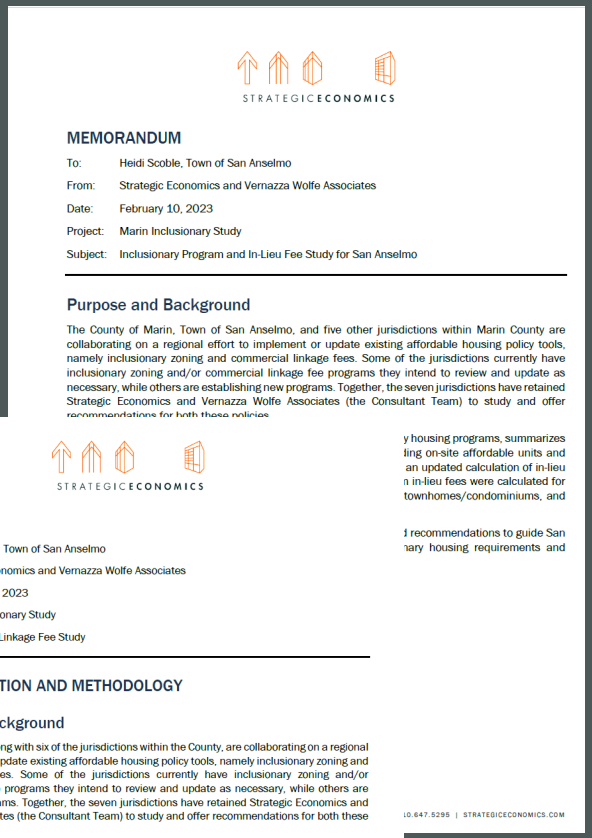
Ben Metcalf, Director
Department of Housing and Community Development

2020 West El Camino, Suite 500
Sacramento, CA 95833
Website: http://www.hcd.ca.gov/grants-funding/active-funding/planning-grants.shtml
Email: sb2planninggrant@hcd.ca.gov

March 28, 2019
Revised July 10, 2019

Background:

- Strategic Economics and Vernazza Wolf Associates hired to prepare the nexus studies
  - Established a common inclusionary policy
  - Provides the legal support for the state requirements relative to the adoption of fees
- April 25, 2023 Town Council Meeting to approve Nexus Studies per AB 602
  - *Requires a public hearing and 30-day notice prior to of the nexus studies*



STRATEGICECONOMICS

MEMORANDUM

To: Heidi Scoble, Town of San Anselmo

From: Strategic Economics and Vernazza Wolfe Associates

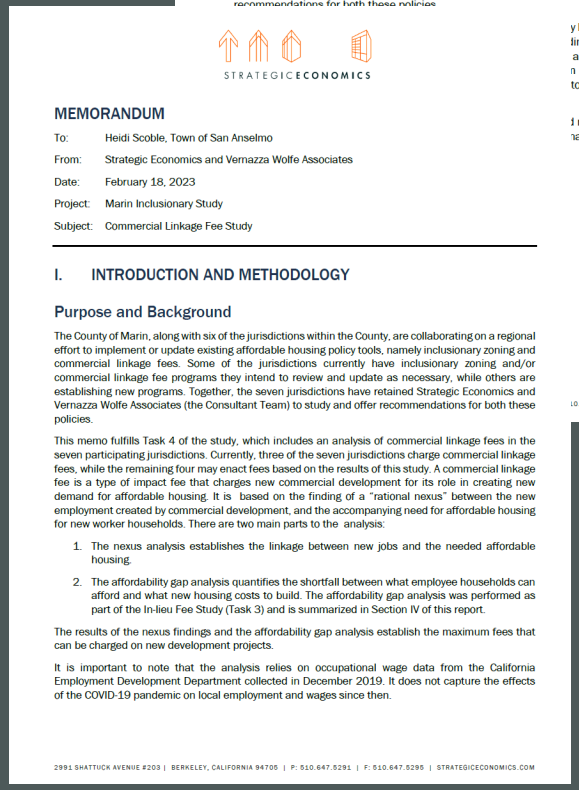
Date: February 10, 2023

Project: Marin Inclusionary Study

Subject: Inclusionary Program and In-Lieu Fee Study for San Anselmo

Purpose and Background

The County of Marin, Town of San Anselmo, and five other jurisdictions within Marin County are collaborating on a regional effort to implement or update existing affordable housing policy tools, namely inclusionary zoning and commercial linkage fees. Some of the jurisdictions currently have inclusionary zoning and/or commercial linkage fee programs they intend to review and update as necessary, while others are establishing new programs. Together, the seven jurisdictions have retained Strategic Economics and Vernazza Wolfe Associates (the Consultant Team) to study and offer recommendations for both these policies



STRATEGICECONOMICS

MEMORANDUM

To: Heidi Scoble, Town of San Anselmo

From: Strategic Economics and Vernazza Wolfe Associates

Date: February 18, 2023

Project: Marin Inclusionary Study

Subject: Commercial Linkage Fee Study

I. INTRODUCTION AND METHODOLOGY

Purpose and Background

The County of Marin, along with six of the jurisdictions within the County, are collaborating on a regional effort to implement or update existing affordable housing policy tools, namely inclusionary zoning and commercial linkage fees. Some of the jurisdictions currently have inclusionary zoning and/or commercial linkage fee programs they intend to review and update as necessary, while others are establishing new programs. Together, the seven jurisdictions have retained Strategic Economics and Vernazza Wolfe Associates (the Consultant Team) to study and offer recommendations for both these policies.

This memo fulfills Task 4 of the study, which includes an analysis of commercial linkage fees in the seven participating jurisdictions. Currently, three of the seven jurisdictions charge commercial linkage fees, while the remaining four may enact fees based on the results of this study. A commercial linkage fee is a type of impact fee that charges new commercial development for its role in creating new demand for affordable housing. It is based on the finding of a "rational nexus" between the new employment created by commercial development, and the accompanying need for affordable housing for new worker households. There are two main parts to the analysis:

1. The nexus analysis establishes the linkage between new jobs and the needed affordable housing.
2. The affordability gap analysis quantifies the shortfall between what employee households can afford and what new housing costs to build. The affordability gap analysis was performed as part of the In-lieu Fee Study (Task 3) and is summarized in Section IV of this report.

The results of the nexus findings and the affordability gap analysis establish the maximum fees that can be charged on new development projects.

It is important to note that the analysis relies on occupational wage data from the California Employment Development Department collected in December 2019. It does not capture the effects of the COVID-19 pandemic on local employment and wages since then.

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Background:

- May 15, 2023, Planning Commission Public Hearing
  - Unanimously adopted Resolution No. 2023-08 recommending approval to the Town Council for the draft Ordinance and related resolutions
  - Requested review of any future policies related to the expenditure and distribution of the Affordable Housing Funds.

Proposed Ordinance, Program, and Fees

- **Current Marin Council HUD Affordability Level**

Income Category	Percent Median Income	Annual income 1-person	Annual income 3-person	Annual income 4-person
Very low	50%	$63,950	$82,250	$91,350
Low	80%	$102,450	$131,750	$146,350
Median	100%	$104,700	$134,650	$149,600
Moderate	120%	$125,650	$161,550	$179,500

Proposed Ordinance, Program, and Fees

- **Project Threshold Size:**
  - 2-Unit Minimum Threshold
    - Excludes Single Family Dwelling Units, ADUs, JADUs, and up to 1 SB-9 Unit

- **Inclusionary Housing Percentage/Set-Aside Requirement :**
  - 20% for both rental and for-sale developments

Proposed Ordinance, Program, and Fees

- **Affordability Targeting- Rental Inclusionary Housing Policy**
  - Common to target very-low and low-income for rentals

Rental Inclusionary Housing Policy

Two Developer Options to Provide Either Very Low- or Low-Income Units:

Project size	Option 1 (20% set-aside)	Option 2 (20% set aside)
10 units or less	10% Very low income and 10% in-lieu fee*	15% Low-income units and 5% in-lieu fee*
11-29 units	10% Very low-income units and 10% moderate income units	15% Low-income units and 5% moderate income units
30 or more units	15% Very low-income units and: 1) 5% moderate income units; or 2) 5% in lieu fee*	10% Very low-income units, 5% low-income units, and 5% moderate income units

**The Inclusionary nexus study supports an in-lieu fee of $362,817 per unit (based on affordability gap from 90% AMI rental units).*

Proposed Ordinance, Program, and Fees

- Affordability Targeting- For-Sale Inclusionary Housing Policy
  - Common to target low and moderate income for for-sale units

Project size	Policy (20% set-aside)
4 units or less	20% Above moderate-income units
5-29 units	5% Low-income units, 5% moderate income units, 10% above moderate-income units.
30 or more units	5% Low-income units, 10% moderate income units, 5% above moderate-income units.

Proposed Ordinance, Program, and Fees

- **Target AMI for Rental and For-Sale Units**
  - Maximum rent or sales provide that can be charged
  - Very-low income of 50% AMI consistent with Density Bonus Law

Income Category	Income Range	Target AMI Rent Level	Target AMI Sales Price Level
Very low income	30-50% AMI	50% AMI	n/a
Low income	50-80% AMI	65% AMI	65% AMI
Moderate income	80-120% AMI	100% AMI	100% AMI
Above moderate income	120-150% AMI	n/a	135% AMI

Proposed Ordinance, Program, and Fees

- **Affordable Housing Fund:**
  - Establishment of New Affordable Housing Fund as a mechanism to collect and earmark in-lieu and linkage fees
  - Fees to be used only to increase and improve the supply of affordable housing in San Anselmo

- **Alternative Means of Compliance**
  - Government Code Section 65850(g) requires alternative method for rental projects.
  - Proposed examples, In-lieu fees, off-site construction, land dedication, and/or rehabilitation, acquisition, and/or preservation of off-site units.

Proposed Ordinance, Program, and Fees

Income Level	For-sale Gap		Rental Gap	Average
	Single-Family Subdivision	Condominium Townhome		
Very Low-income (50% AMI)	$551,315	$459,773	$489,529	
Low-income (65% AMI Rental/ 70% Owner)	$419,749	$330,608	$417,602	
Moderate Income (90% AMI Rental)/ 110% AMI Owner)	$160,060	$75,568	$361,148	
Average Affordability Gap/ Maximum In-Lieu Fee	$377,042	$ 288,650	$422,760	**$362,817**

Enter Sq. Ft. of Gross Building Area:	
10,000	

Maximum Commercial Linkage Fee:	$1,103,893
	$110.39 per sq. ft.
Total Jobs	6.00
Employee Density	1,667 sq. ft. per employee

Enter Job Information Below:

Job Title	Number of Jobs	Annual Wage per Job	Average Annual Household Income	Income Category
Executive	1	$200,000	$320,000	Above 120% AMI
Assistant	1	$50,000	$80,000	Low Income (51-80% AMI)
Manager	2	$75,000	$120,000	Moderate Income (81-120% AMI)
Administrative Support	2	$35,000	$56,000	Very Low Income (31-50% AMI)

Uniform Policy Elements:

- Office - $10 SF
- Retail/Restaurant - $8 for up to 2500 SF, $10 for 2501 SF+*
- Hotel - $5 SF
- Other – Calculate allowable fees using the Excel-Based Fee Calculator prepared by project consultants

* The range in Retail/ Restaurant is in consideration of small and independent businesses.

*California Construction Cost Index (CCCI)

Proposed Ordinance, Program, and Fees: Rental

Rental Inclusionary Housing Policy

Two Developer Options to Provide Either Very Low- or Low-Income Units:

Project size	Option 1 (20% set-aside)	Option 2 (20% set aside)
10 units or less	10% Very low income and 10% in-lieu fee*	15% Low-income units and 5% in-lieu fee*
11-29 units	10% Very low-income units and 10% moderate income units	15% Low-income units and 5% moderate income units
30 or more units	15% Very low-income units and: 1) 5% moderate income units; or 2) 5% in lieu fee*	10% Very low-income units, 5% low-income units, and 5% moderate income units

- **Example- Option 1**
  - 8 Units (8 * 20%)
  - 1.6 Inclusionary Units
    - 1 Very Low-income unit- 50% AMI
    - Choice to either pay .6 *in-lieu fee ($217,690.20) or round up to another Low-income unit with 65% AMI target
- **Example- Option 2**
  - 15 Units (15 * 20%)
  - 3 Inclusionary units
    - 2.25 Low-Income units (build 2 Low-income units with 65% AMI target and pay .25% in-lieu fee ($9,071.75) or round up and build 3 Low-income units with 65% AMI target
    - .75 Moderate-income unit (Choice to either round up to 1 unit Moderate-income unit with 100% AMI target or pay .75 * in-lieu fee ($272,112.75)

Proposed Ordinance, Program, and Fees: For-Sale

Project size	Policy (20% set-aside)
4 units or less	20% Above moderate-income units
5-29 units	5% Low-income units, 5% moderate income units, 10% above moderate-income units.
30 or more units	5% Low-income units, 10% moderate income units, 5% above moderate-income units.

- **Example 1**
  - 4 For-sale units
  - .8 Inclusionary unit
    - Pay .80 * In-lieu fee ($290,253.60) or build one above moderate-income unit (120% AMI or above).
- **Example 2**
  - 25 For-sale units
  - 5 Inclusionary housing units
    - 1.25 Low-income units (rounded up to 2 units with 65% AMI target or 1 unit with a 65% AMI target and in-lieu fee of $90,704.25)
    - 1.25 Moderate-income units (rounded up to 2 units with a 100% AMI target or 1 unit with a 100% AMI target and in-lieu fee of $90,704.25)
    - 2.5 Above Moderate-income units (rounded up to 3 units or 2 units and $181,408.50 in in-lieu fees)

Proposed Ordinance, Program, and Fees: Commercial Linkage

- **Example 1**
  - 2500 square foot office addition
  - $10 * 2500 = $25,000

Uniform Policy Elements:

- Office - $10 SF
- Retail/Restaurant - $8 for up to 2500 SF, $10 for 2501 SF+*
- Hotel - $5 SF
- Other – Calculate allowable fees using the Excel-Based Fee Calculator prepared by project consultants

- **Example 2**
  - 2500 square foot restaurant
  - $8 * 2500= $20,000
- **Example 3**
  - Use Excel Tool

MAXIMUM COMMERCIAL LINKAGE FEE CALCULATOR

Enter Sq. Ft. of Gross Building Area:
5,000

Maximum Commercial Linkage Fee:	$916,934
	$183.39 per sq. ft.
Total Jobs	5.00
Employee Density	1,000 sq. ft. per employee

Enter Job Information Below:				
Job Title	Number of Jobs	Annual Wage per Job	Average Annual Household Income	Income Category
Executive	1	$200,000	$320,000	Above 120% AMI
Assistant	2	$50,000	$80,000	Low Income (51-80% AMI)
Manager	1	$75,000	$120,000	Moderate Income (81-120% AMI)
Administrative Support	1	$35,000	$56,000	Very Low Income (31-50% AMI)

Recommendation:

- ✓ That the Town Council hold a public hearing to consider the Ordinance Amendment.
- ✓ Motion to read the Ordinance Amendment by title only. The Town Manager will read the full title of the Ordinance.
- ✓ Motion to approve the first reading of the Ordinance Amendment and waive future readings in their entirety.
- ✓ Adopt a Resolution implementing Affordable Housing Requirements and Program Regulations.
- ✓ Adopt a Resolution establishing affordable housing in-lieu fees and non-residential/commercial linkage fees.

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 3.1

MEETING DATE: May 23, 2023

AGENDA TITLE: Town of San Anselmo Prescribed Grazing Program

FROM: Sean Condry, P.E., Public Works Director

RECOMMENDATION:

1. Direct staff to implement the Town's existing annual grazing program. The grazing program is exempt from CEQA.

Alternative Council Actions include:

2. Consider request from the Open Space Committee to hire botanist Shelly Benson of Benson Bio Consulting to perform the "Goat Grazing Impact Survey, Sorich Ranch Park", Attachment 1, and authorize funding of $4,288.
3. If Recommendation 2 is considered, consider staff's alternative recommendation and authorize a Request for Proposals (RFP) for a botanical survey consisting of a minimum of three botanist visits over the course of a year to obtain a more comprehensive and objective dataset.

BACKGROUND

Wildfires have substantially increased in recent years due to climate-change driven cycles of drought, extreme heat, and – more recently – accelerated growth of vegetation from record-setting rains. California has seen an unprecedented increase in catastrophic wildfires. In 2020 over 4.3 million acres burned and 33 lives were lost; in 2021, over 2.5 million acres of California burned and 3 people died.

Many wildfires have been located near Marin County, such as the Glass Fire in Napa County (2020), the Tubbs Fire in Santa Rosa (2017), and the August Complex Fire (2020). These fires resulted in the tragic loss of human life, billions of dollars in damages, and the wholesale devastation of entire communities. It is therefore critical that the Town of San Anselmo take all available actions to reduce the risk of devastating wildfire.

Carefully managed and targeted grazing in high-vegetation open space areas has been shown to be an effective and efficient tool to meaningfully reduce the risk of wildfire. Targeted grazing reduces fire fuel load in open space areas that are adjacent to

residential development. Grazing not only decreases the total fire fuel amount, but also decreases the overall height of underlying excessive vegetation, thereby improving suppression by reducing flame lengths, rate of fire spread, and fire severity. Herds can typically graze 1.5 acres per day. Manually removing this amount of fire fuel load in large areas of open space is impractical, inefficient, and cost prohibitive.

The Town of San Anselmo has participated in a prescribed grazing program since 2018 with other local agencies. Initially, prescribed grazing in Town was scheduled independently, but is now similar to the Marin Wildfire Protection Authorities (MWPA grazing program throughout Marin County.

Consistent with previous years, prescribed grazing is planned in Town for Sorich Park, Hawthorne Canyon, and Red Hill Community Park. A map has been provided to staff outlining the areas planned for grazing, Attachment 2. Noted above, the Town's grazing program is exempt from CEQA.

DISCUSSION/ANALYSIS

A. History of Open Space Committee Discussion Regarding Grazing.

At its March 15, 2023 meeting, the Open Space Committee passed the following resolution in regard to Goat Grazing in San Anselmo Open Space, "The Open Space Committee is exploring the noticeable adverse impacts to vegetation and potentially soils from the 2020 prescribed grazing of Sorich Ranch Park and the 2022 prescribed grazing of Hawthorne Canyon Open Space. We ask the Town Council to direct staff to pause the use of prescribed grazing in our Open Space until the Town can determine that the grazing management plan in use matches town priorities and ensure that there is ample oversight of all grazing activities. In the meantime, if fuel reduction work is necessary, the Public Works Department has told the committee that it could conduct the work manually or by other means."

At the May 17, 2023 meeting the Open Space Committee voted to rescind the above resolution and to "defer to the consensus of the Town Council at the meeting of May 23rd" and passed a new resolution stating, "authorize $4,288 to hire Shelly Benson to do the botanical survey of Sorich Ranch Park according to her bid contingent on the Town Council's consensus to move forward with and pay for the report at their meeting on May 23rd." The survey recommended is a single-day survey that would occur prior to any continued grazing.

As an advisory body, staff now brings forward the Open Space Committee's request that the Town Council retain and fund Ms. Benson to perform a botanical survey of Sorich Park.

B. Town's Annual Grazing Program.

Staff recommends that a botanical study is not required and seeks Council direction to move forward with the Town's annual grazing in order to reduce the risk of wildfire as it has done in previous years. As explained in detail below, staff has received the opinion of several experts who have opined that the Town's targeted grazing program does not cause environmental damage, and that it reduces the risk of wildfire. Also, staff has taken additional steps to prevent environmental damage including wrapping tree trunks and retaining a grazing herd type that is less likely to eat tree bark.

In response to concerns that grazing on the Sorich Park Open Space is detrimental to the environment, staff participated in a site visit to Sorich Park with members of the Open Space Committee's Goat Subcommittee, and experts in the field of wildfire management and grazing, including representatives from the Marin Wildfire Prevention Authority, a representative from Star Creek Land Stewards (provider of grazing herds), a botanist with Sequoia Ecological Consulting, and the County Director and Livestock Range Management Advisor from the UC Cooperative Extension.

The major concerns expressed by the Open Space Committee prior to the site visit were loss of native flora, denuding of the land, and girdling of the trees in the grazed areas. However, loss of native flora and denuding of the land was not apparent. The grazed areas contained the same plants as the non-grazed areas. While some girdling of small trees had occurred, there was no threat to tree health.

The experts present at the site visit indicated that harm to trees can be avoided going forward by both wrapping the trees in wire to protect them from the animals and using a different type of herd. Both of these actions are being taken.

First, a contracted crew from the Central Marin Fire Department have already begun wrapping trees in Sorich Park to protect tree bark against damage. Second, the representative from Star Creek Land Stewards indicated that a different type of herd has already been planned for this grazing season, which will provide less damaging fuel reduction. Last year the herd was comprised of solely wether goats (males castrated at a young age) whereas this year the herd will be mixed female goats and sheep, which are less likely to eat tree bark.

Noted above, climate change has resulted in cycles of drought, extreme heat, and periods of record rainfalls – a combination that exacerbates wildfire risk and severity of potential harm. Over the past year, California and Marin County have experienced near record rain falls causing a significant increase in the amount of vegetation. As this increased vegetation dries over the coming summer months, the fire fuel load will significantly increase. The Livestock Range Management Advisor expressed that in terms of fuel reduction this would be **"one of the worst years to skip grazing"** due to the heavy rains over the winter months resulting in large amounts of vegetation in Sorich Park.

The continuation of targeted grazing in Sorich Park is consistent with the Sorich Park Master Plan, Attachment 3, (Plan) that was adopted in 1992. Although drafted over

three decades ago – prior to climate-change driven catastrophic wildfires – the Plan acknowledges the high fire risk present in Sorich Park, particularly due to its location immediately adjacent to homes and on land with steep slopes. For example, on page 26 the Plan states about Sorich Park vegetation, "[h]owever, the mosaic of vegetation in combination with the steep slopes and the dry climate create a relatively high fire hazard for the area." This fire hazard has increased due to climate change in the decades since the Plan was drafted. (By way of comparison, prior to recent years, the worst California wildfire year was 1999 where 110,000 acres burned.) Page 38 of the Plan also discusses high fire hazards including the border with homes and the urban-wildland interface nature of Sorich Park. The Plan itself on page 96 acknowledges that grazing can be beneficial.

If the Open Space Committee's recommendation to move forward with the botanical survey of Shelly Benson is considered, staff recommends that Council instead approve the issuance an RFP for a botanical survey to include a minimum of three site visits over the course of a year. In speaking with experts in the field of wildfire management and grazing, staff was informed that a report consisting of a single site visit will only provide a one-time snapshot of plant life in Sorich Park and may give false positives on plant species present or not present in the park. Because plants seed and sprout at different times during the year, a single site visit is not scientifically comprehensive.

In addition, staff does not see the need to rush this since goats/sheep have been grazing for years and historically Sorich was a dairy farm and was most likely grazed during the time when the Spaniards inhabited the area. Whether this is done before the mixed goat and sheep herd come at the end of the month or after, the same information can be obtained from the areas grazed vs. non grazed. With the collection of data over time during the seasons when plants sprout, go to seed and die a more comprehensive, conclusive and objective data set could be obtained that actually provides clear information of what flora are present.

C. <u>Staff Recommendations and Town Council Options</u>.

Given the significant risk of wildfire, potential loss of life and damage to property, and successful history of the Town's annual targeted grazing program, staff recommends that the Council direct staff to proceed with grazing on the mapped open space locations.

The Town Council could also consider approving the request of the Open Space Committee to hire Shelly Benson to perform a botanical survey prior to grazing.

If the Council is inclined to recommend a botanical survey, staff recommends that it direct staff to issue an RFP for a more complete botanical survey that will be performed over the course of one year in order to ensure accurate results. Staff has spoken with wildfire management and grazing experts, and was informed that a single-visit report will likely provide incomplete and potentially inaccurate results, because vegetations mature and appear at different times during the year. Given this fact, should the Council

wish to see a botanical study, staff seeks direction to issue an RFP for a botanical study. Responses to the RFP will be reviewed objectively and consistent with State law and Town practice. Staff estimates that the cost of complete botanical survey of the noted open space areas would be approximately $40,000-$60,000.

CONCLUSION

The Town's targeted and limited grazing annual grazing program has proven to be a cost-effective and efficient vehicle to reduce wildfire risk. Staff has worked with members of the Open Space Committee and has taken action to reduce any potential environmental damage by wrapping trees as necessary, and retaining a grazing herd type that will result in less bark damage. Staff is confident that the measures taken to reduce environmental damage will preserve native vegetation while simultaneously protecting the community and our first responders with the Ross Valley Fire Department.

FISCAL IMPACT

The cost for the prescribed grazing in past years has been approximately $30,000. The funding has come from Measure C Funds. The cost for the botanical survey could be funded by either the Open Space Committee or by the Town.

GENERAL PLAN CONSISTENCY

Not applicable

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

The Town finds the prescribed and targeted grazing program (Program) to be categorically exempt from the requirement for the preparation of environmental documents under the California Environmental Quality Act (CEQA) under CEQA Guidelines Section 15304, Class 4, for minor alterations to land, and Section 15301, Class 1, for Existing Facilities.

A Class 4 exempt project consists of minor public or private alterations in the condition of land, water, and/or vegetation that do not involve removal of healthy, mature, scenic trees except for forestry or agricultural purposes. The Program constitutes a minor alteration to the condition of land under CEQA Guidelines section 15304. The Program will provide protection for trees by wrapping certain tree trunks to prevent damage to bark. The Program utilizes a grazing herd composition that causes less damage to tree bark. The Program will not cause significant erosion or sedimentation of any waters, and will not result in the taking of an endangered, rare, or threatened plant of animal species.

A Class 1 exempt project consists of the operation, repair, maintenance, permitting, leasing, licensing, or minor alteration of existing public or private structures, facilities, mechanical equipment, or topographical features, involving negligible or no expansion of existing or former use. The Program will involve a minor alteration to open space

land by removing excess fire fuel load vegetation through targeted and limited grazing. There is no expansion of existing or former use.

Staff plans to submit a CEQA Notice of Exemption for the grazing program.

The prescribed grazing program's consistency with the Climate Action Plan (CAP) 2030 is not applicable.

ATTACHMENTS

Attachment 1 – Benson Bio Consulting Scope of Work
Attachment 2 - Grazing Map
Attachment 3 – Sorich Ranch Park Master Plan

Scope of Work: Goat Grazing Impact Survey, Sorich Ranch Park

Submitted by: Shelly Benson
Benson Bio Consulting
896 W. Sexton Rd.
Sebastopol, CA 95472
Shelly@BensonBioConsulting.com
707-479-6777

Date submitted: March 16, 2023

This scope of work outlines the tasks, deliverables, and cost for conducting a vegetation survey at Sorich Ranch Park to assess the impact of goat grazing. The park was last grazed in 2020 as a fuels reduction project for fire safety. On February 2, 2023, the San Anselmo

Open Space Committee observed that grazed areas have not yet fully recover and is concerned that grazing practices have negatively affected native plant composition in the park.

In order to assess the potential impacts of grazing, this project would:

1. Conduct a botanical assessment of the site. This would include a floristic survey of the park, focusing on habitats where grazing occurred, to assess the diversity of plant species present. It would also identify locations in grazed and ungrazed areas that are suitable for making more detailed measurements to quantify the effects of grazing.
2. A focused grazing survey would be conducted to quantify the impact of grazing in the park. The survey methods will be determined after the initial botanical assessment of the site but will likely include measuring vegetation in several sample plots placed in grazed and ungrazed areas. Measurements will include species richness, species cover (abundance), and amount of bare ground. A tally of the trees damaged by goat chewing would also be made.

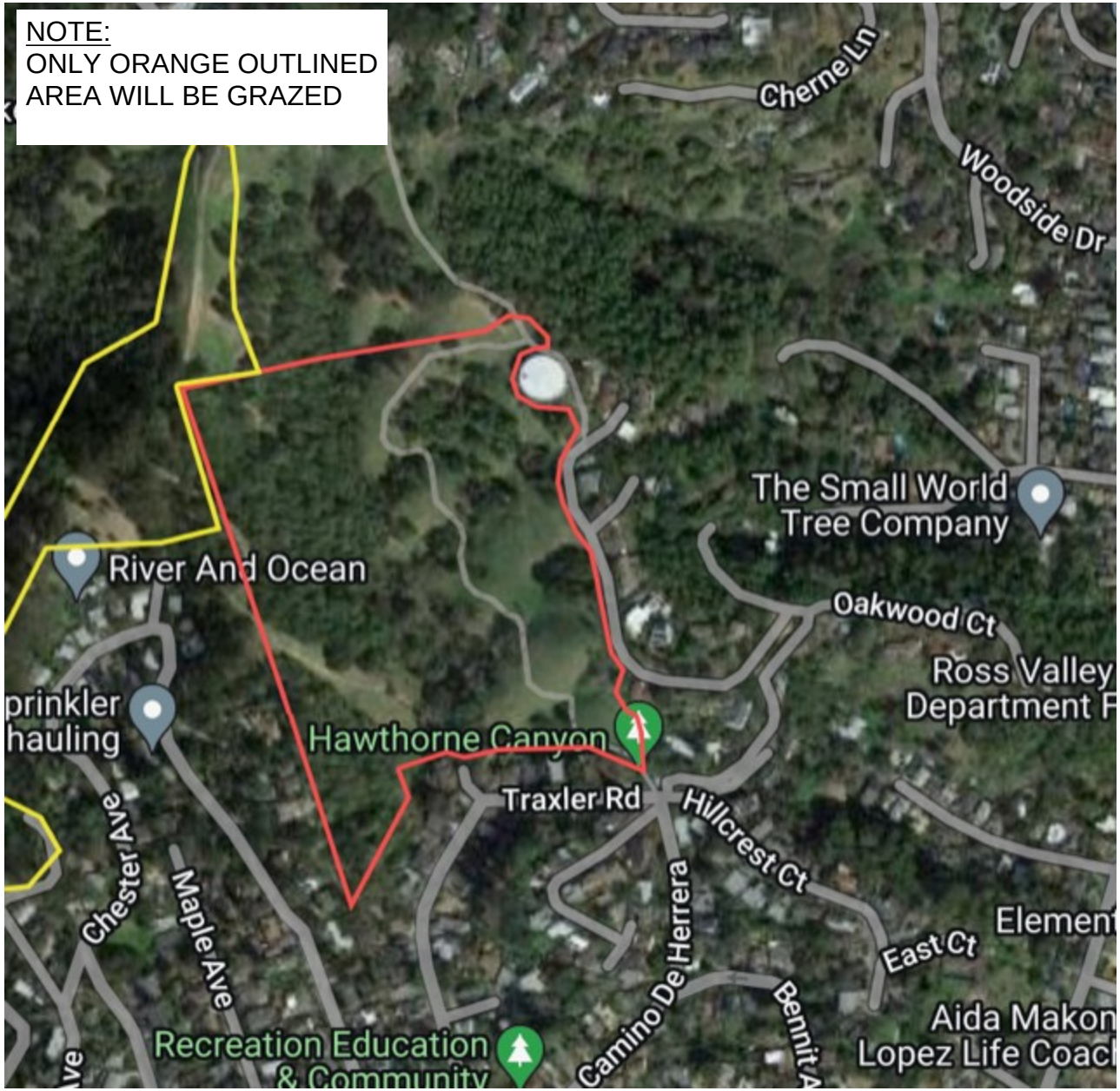
Surveys would be conducted during the peak blooming period for grasses and forbs. The exact survey dates depend on plant phenology but will likely occur in early-mid May. Survey results and a final report could be delivered within 60 days of completion of field work.

The deliverable for this project would consist of a report summarizing the survey findings. The report would include a general description of the vegetation communities within the survey area; a description of survey methods, results, and conclusions for the focused grazing study; a map indicating the areas surveyed; and a list of plant species observed. A cost assessment is provided in Table 1.

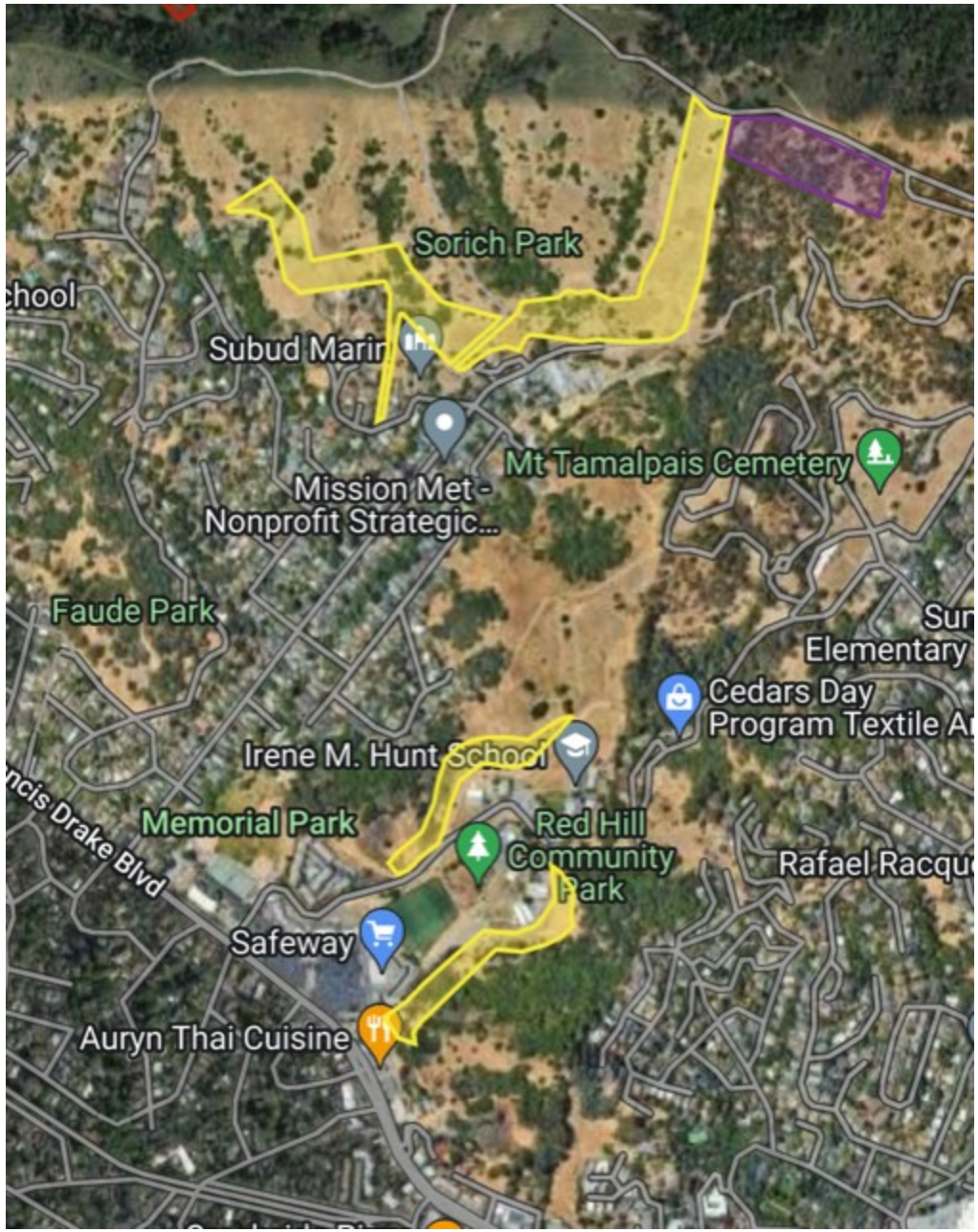
Table 1. Budget for assessing goat grazing impacts at Sorich Ranch Park.

Task	Hours	Rate	Cost
Site assessment	8	134	1,072
Grazing survey	8	134	1,072
Data management	8	134	1,072
Reporting	8	134	1,072
Total	32		4,288

HAWTHORNE CANYON GRAZING AREA



SORICH AND RED HILL GRAZING AREAS



MASTER PLAN
SORICH RANCH PARK
SAN ANSELMO, CALIFORNIA

Prepared for:

Town of San Anselmo
Open Space Advisory Committee
Parks and Recreation Commission
Parks and Recreation Department
1000 Sir Francis Drake Blvd.
San Anselmo, CA 94960

Prepared by:

Thomas P. Murphy
Department of Landscape Architecture
University of California
Berkeley, California 94720

(page 1 missing)

Item 3.1 - Attachment 3

Proposals for development of the Park (even this limited proposal), must be reconciled with concerns for conservation of natural resources and preservation of neighborhood character. The intrinsic values of the park should be safeguarded; natural resources and systems must be protected and restored if necessary. Management and design should strive to reduce fire and safety hazards, accomodate existing reasonable uses, and reconcile needs of the neighborhood and the community. Above all else the active participation of the community in the process of planning, implimentation and stewardship of the park and its resources should be promoted. These concerns cannot be neglected or ignored if the park resource is to be sustained. The ultimate goal should be a park that fulfills recreational, educational and conservation demands.

The Project

The Sorich Ranch Park Project is a plan to improve, public enjoyment, access, awareness and management of the 64 acre, unimproved Sorich Ranch Park and Open Space. The objective is a professional quality, community-based, master plan for improvements and management of the Park. In respones to a request for a proposal by the San Anselmo Open Space Advisory Committee, Parks and Recreation Commission, and Parks Department, the project was undertaken as a volunteer service to the Town; and for partial fulfillment of my Master of Landscape Architecture degree at U.C. Berkeley..

The San Anselmo Open Space, and Park and Recreation Committees hope that with limited improvements some of the present and future recreation needs of residents can be met and the maintenance of the open space, as a back drop to the Town, can be ensured. Overall, they recognize the need to reconcile concerns for preservation, low impact recreation, and environmental education. Initial committee goals also emphasize passive recreation, improved access, environmental restoration and low key impacts.

The project is a participatory planning process that has engaged the community in the effort to satisfy their park and recreation needs. The project is based on: an assessment of park and recreation needs and concerns, a park site inventory, a community park goal-setting workshop, a series of public workshops and an exploration of site design concepts. The final product is a the Sorich Ranch Park Master Plan: a site specific plan of the appearance, function and management of the Park. The project has been an opportunity for myself, as designer, to assist the community with development of recreation and educational resources, through landscape architectural design.

The Process

The Sorich Ranch Park planning process was a participatory process in that it engaged citizens of the community in the effort to plan for the future of the Park. Such a community based processes are invaluable since they can: improve community satisfaction: increase community awareness of relevant environmental, social and political issues: foster community values: and promote informed stewardship of the park by community members. The process was based on a park site inventory: an assessment of the community concerns regarding the park, recreation, and open space: and a series of public workshops and events. Over 135 people were involved in the process, including park users, neighborhood residents, Parks and Recreation and Open Space Advisory committee members, and staff of the town Parks and Recreation and Planning Departments.

The site inventory, carried out over the course of a year, included a field survey of natural and cultural factors at the Park and in the surrounding neighborhood, as well as a review of relevant local planning documents. The inventory provided a clear definition of the opportunities and limitations to be addressed in any future plan, and a picture of how people currently use the Park. Many citizens and community leaders contributed to the inventory effort.

The assessment of community needs and concerns, regarding park and recreation, was based on behavior observations at the park, interviews with community leaders and citizens, as well as the results of a community questionnaire. Initially, the views of over 100 people were polled. These efforts revealed many common concerns and some great ideas.

Active community participation in the planning process was further facilitated through a series of public workshops and events. The following events were organized to introduce issues, set goals , identify appropriate programs and activities, and evaluate design alternatives.

<u>Feb., 20, 1992 Preliminary Goal Setting Workshop</u>

Joint meeting of Park and Recreation and Open Space Advisory committee members. Participants drafted goals and translate results of needs asssessment into specific policies and programs.

March. 17. 1992 Introductory Community Workshop I

Illustrated presentation. Introduced key issues discovered in the site inventory. Participants crafted goals and policies presented in a workbook; and translated additional concerns into policies.

March. 21.1992 Park Site Tour

Site tour. during which participants assisted with site inventory; discussed possibilities and limitations of the site; and sketched their ideas or visions of a future Park in a workbook.

April. 8. 1992 Community Park Design Workshop II

Presentation of concept and preliminary Park site design. Participants reworked final goals, and articulated appropriate activity settings and programs.

April.22. 1992 Community Design Workshop III

Commemorative tree planting, by volunteers, at Sorich Ranch Park. Final goals, policies and programs presented. Participants evaluated a spectrum of alternative trail and access plans. Final illustrative park site plan presented.

The major aim of the workshops was to facilitate the community's efforts to establish a concept. and a set of goals for improvements at Sorich Ranch Park. Through an iterative process.the early workshops lead to "community goals and policies". which are the principle statements of the community concept for the future of the Park. see below.

The "community goals" and a set of park design principles were the basis for the exploration of performance standards. activity settings. and specific design elelments. Conceptual diagrams and sketches summarized the key relations between the appropriate Park activity settings and the Park site.

The final workshop provided the community with the opportunity to evaluate some of the Management plans. as well as the overall conceptual Site Plan. The "community goals" and the conceptual Site Plan reflect the site factors. design principles and the views of those who participated in the project. to date. In each workshop a variety of options and their impacts were discussed. The basic "community goals" are as listed below. A complete statement of "community goals ,objectives and policies" is included in the Appendix.

The Master Plan

The following document is the end product of a committment by the Town staff, elected and appointed Town officials, the consultant, and members of the community to public process to formulate a Master Plan which will significantly enhance and contribute to the quality of life in San Anselmo. The information is directed to citizens and officials who may have or want to have influence on the Park's future; as well as interested persons who want to learn about the natural and cultural history of the Park.

The Master Plan is a mangement plan and site design for Sorich Ranch Park. The Plan is based on community goals and professional park design principles. It is a community generated plan for the Park, and not simply a technical report prepared by the consultant; it balances of the desires of many individuals and several interest groups. The primary goals of the project established in public workshops are:

-Protect the intrinsic values of Sorich Ranch Park-a quiet, neighborhood park and open space that invites passive recreation, exploration and relaxation

-Emphasize the concept of a quiet gateway park and explorable, wild open space that captures, for all towns people, the benefits of the rural past and natural environment of wooded hills, grasslands, hidden canyons and creeks close to the heart of San Anselmo. A refuge and resource for passive recreation at the head of the valley.

In order to develope the Plan the consultant carefully analyzed the setting, the natural and cultural factors and user needs. The recommended site improvements are concentrated in the lower park area; less than four acres of the 64 acre site are effected, leaving the majority as a natural open space preserve. A program of diversity and small scale is envisionsd: an official park entrance, a gateway area around the existing "Bigrock", an open grassy terrace for informal recreation, a trail system, seating, and environmental interpretation.

The Master Plan is presented in 6 sections. The first section, the Site Inventory describes the character of the park setting, the existing park environment and the character of current use. The second section, User Needs Analysis details the "community concerns and goals" for the Park. These first two sections are the basis of informed planning and inspired design. The third section is a Summary of Management Recommendations; presented for the reader who does not wish to read the complete report. The fourth section,

Management Plan contains detailed analyses of key planning issues, introduced in the Site Inventory and User Needs Analysis. The conceptual site design of the park and concepts for site specific environmental interpretation are presented in the fifth section. Finally a planting plan, implimentation plan and notes are contained in the Appendix.

The Master Plan is to be used in several ways. First, it is a tool for public communication to build enthusiasm and financial support for Park improvement. Second, it is a comprehensive, site-specific conceptual plan of the appearrance and function of the developed Park. Third, the Plan will serve as the basis for implimention of improvements and restoration of the Park by a licensed landscape architect, qualified Staff, and/or community volunteers. Fourth, the Master Plan document, particularly the Site Inventory, will serve as a brief guide to the natural history and environmental processes of the Park, for visitors, students and teachers.

Community Goals for Sorich Ranch Park

GOAL 1. Protect the intrinsic values of Sorich Ranch Park-a quiet, neighborhood park and open space that invites passive recreation, exploration and relaxation.

GOAL 2. Maintain and enhance open space character of Sorich Ranch Park

GOAL 3 Park area; Upper Park improvements should be limited to minimal trail developments and restoration of habitats and natural systems.

GOAL 4. Meet some of the park and recreation needs of townspeople while ensuring non-consumptive use of natural resources at Sorich Ranch Park.

GOAL 5. Promote visitor awareness of nature and environmental issues so they can enjoy and protect the Park more readily.

GOAL 6. Make Sorich Ranch Park safe and inviting for the park users and nearby residents.

GOAL 7. Promote voluntary community participation in the Sorich Ranch Park project.

PARK SITE INVENTORY

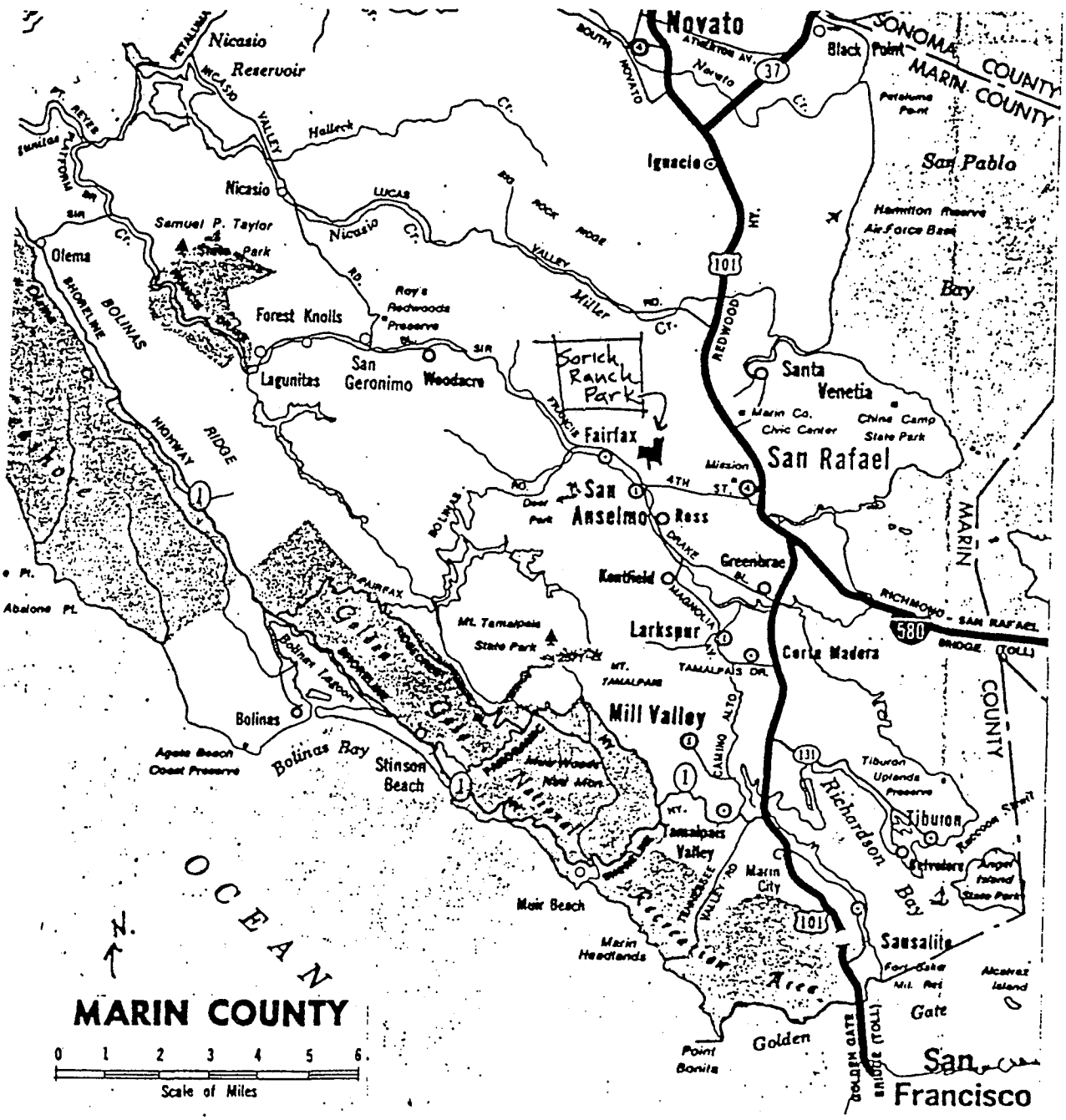
Introduction

This major portion of the Master Plan describes the findings of the Site Inventory. The inventory, carried out over the course of year, included a field study of natural and cultural characteristics of the Park and the surrounding neighborhood .as well as a review of relevant planning documents. The aim was not to be exhaustive, but to provide information that would prove useful in defining the future management direction for the Park, and serve as an "introduction to the Park" for the community. The information is addressed to residents, park users, park planners, managers, and other interested persons. In fact, many San Anselmo residents and community leaders contributed to the inventory effort.

For the park users, student or park planner the inventory serves as a brief guided to the natural and cultural history of Sorich Ranch Park and the environmental issues expressed in the Park landscape. From the planning perspective the Inventory provides background for:

-analysis of opportunities and constraints on the use of SRP,
-development of planning recommendations ,
-development of programs and policies for appropriate use,
-design of activity settings and conceptual site plans,
-development of management prescriptions.

Issues covered in the inventory include: community context, history, native plants, wildlife, climate, soils, geology, creeks, ecological restoration, erosion control, fire hazards, public access, trails, and current use. The inventory describes: 'what currently exists', 'how it may have got that way', and 'what may have existed in the past'. 'What may exist in the future' is described in the Park Management Plan and Site Design, two subsequent portion of this report.


Novato
Nicasio Reservoir
Nicasio
Olema
Samuel P. Taylor State Park
Forest Knolls
Lagunitas
San Geronimo
Woodacre
Ray's Redwoods Preserve
Sorich Ranch Park
Fairfax
San Anselmo
Ross
Kentfield
Greenbrae
Larkspur
Corte Madera
Mill Valley
Tamalpais Valley
Marin City
Sausalito
Tiburon
Belvedere
Richardson Bay
Santa Venetia
San Rafael
Marin Co. Civic Center
China Camp State Park
San Pablo Bay
Hamilton Reserve Air Force Base
Petaluma Point
Black Point
Iguacio
Bolinas
Bolinas Bay
Stinson Beach
Agate Beach Coast Preserve
Mt. Tamalpais State Park
Muir Beach
Marin Headlands
Point Bonita
Golden Gate
San Francisco
Alcatraz Island
Angel Island State Park
Tiburon Uplands Preserve
Abalone Pt.
Olema
Lucas Valley
Miller Creek
Redwood Hwy
Sir Francis Drake Blvd
Fairfax-Bolinas Rd
Shoreline Hwy
Highway 1
Ridge
Mt. Tamalpais
Tamalpais Dr.
Magnolia Ave.
Drake
Bolinas Lagoon
Golden Gate National Recreation Area
Richardson Bay Area
Sausalito Area
Golden Gate Bridge (Toll)
Richmond - San Rafael Bridge (Toll)
Sonoma County
Marin County
OCEAN
N.
MARIN COUNTY
0 1 2 3 4 5 6
Scale of Miles

CHARACTER OF PARK COMMUNITY AND NEIGHBORHOOD

Park Setting-San Anselmo

Sorich Ranch Park is located at the northeast edge of the town of San Anselmo, in central Marin county, beneath the northern shadows of Mt. Tamalpais. The Park is surrounded by residential neighborhoods, municipal land uses, and a county open space preserve.

The Town is situated in a series of narrow, wooded valleys of the Upper Ross Valley, flanked by moderate to steep hills and ridges. San Anselmo is bordered by the communities of San Rafael, Ross, and Fairfax. These communities contain many municipal parks and adjoin 1000's of acres of public open space. Special sites for every imaginable recreational pursuit are available within the county.

San Anselmo owes its special character, in large part, to the surrounding undeveloped ridge tops and lands within the Town. To the southwest, Bald Hill provides a beautiful backdrop to the Town. To the north and east, beyond existing residential neighborhoods, "open ridge lines and grassy oak studded slopes of Sorich Ranch Park give residents the benefits of a rural more open landscape as existed in San Anselmo around the turn of the century".

San Anselmo History

A brief local history of the Upper Ross Valley indicates that the early visitors and many of those who have passed this way since then, have found the area, its climate, and natural resources appealing for settlement and outdoor recreation. Long before Europeans arrived, the Coast Miwok people roamed the hills and grasslands and fished the waters of San Anselmo creek. The Spanish established the first permanent European settlements in the area around 1815. They tilled the land and planted orchards. Later Mexican settlers planted grains and raised livestock on their ranchos in the valley. By the1850's, major dairies were established in the area. In 1866, these and other dairies, in Marin county, accounted for 75% of California milk production (USDA).

The sights and sounds of the Upper Ross Valley were primarily pastoral until 1874, when the Northern Pacific Coast Railroad added a spur line to San Anselmo from San Rafael. Railroad officials anxious to see towns and people along the lines encouraged some "feverish real estate activity" (San Anselmo Historical Society). At the turn of the

century, San Anselmo was a favorite resort of San Franciscans who wanted to spend the summer out of doors. These "summer folk" camped along the creeks in tents and cabins, and toured the area around the future Sorich Ranch Park in the Upper Ross Valley. Many older residents recall camping in what is now downtown San Anselmo. After the 1906 San Francisco earthquake and fire, the Town's population grew as many of the summer residents built permanent houses, and planted gardens. A second great influx of population came with the opening of the Golden Gate bridge in 1937. Urbanization of the valley during this period, greatly reduced farm land, as ranches were subdivided for residential lots.

Community

Today, San Anselmo is a small residential community of primarily older neighborhoods and single family residential subdivisions, which were established prior to 1945 and the post WWII housing boom. Downtown San Anselmo lies along the stream valley, 15 minutes walk from Sorich Ranch Park. It comprises a thriving main street of restuarants, and shops. Long established schools, churches and commercial instututions are centrally located downtown . The town architecture provides a pleasant, "balanced mixture of types and styles". A mix of low-medium density single family residential, multi-family residential and commercial land uses border Sir Frances Drake Boulevard., the major arterial road in Town. However, the Town is predominantly a single family residential community.

Low density residential neighborhoods range up the small valleys and over wooded hillslopes. Many houses are perched on steep slopes along very narrow streets. Residents of these hilside neighborhoods have little access to private or nearby public outdoor recreational space. San Anselmo has reached 96% of its maximum residential development potential and it was the second most densely populated community in Marin county (4546 persons/sq. mi.), according to figures in the 1984 general plan.

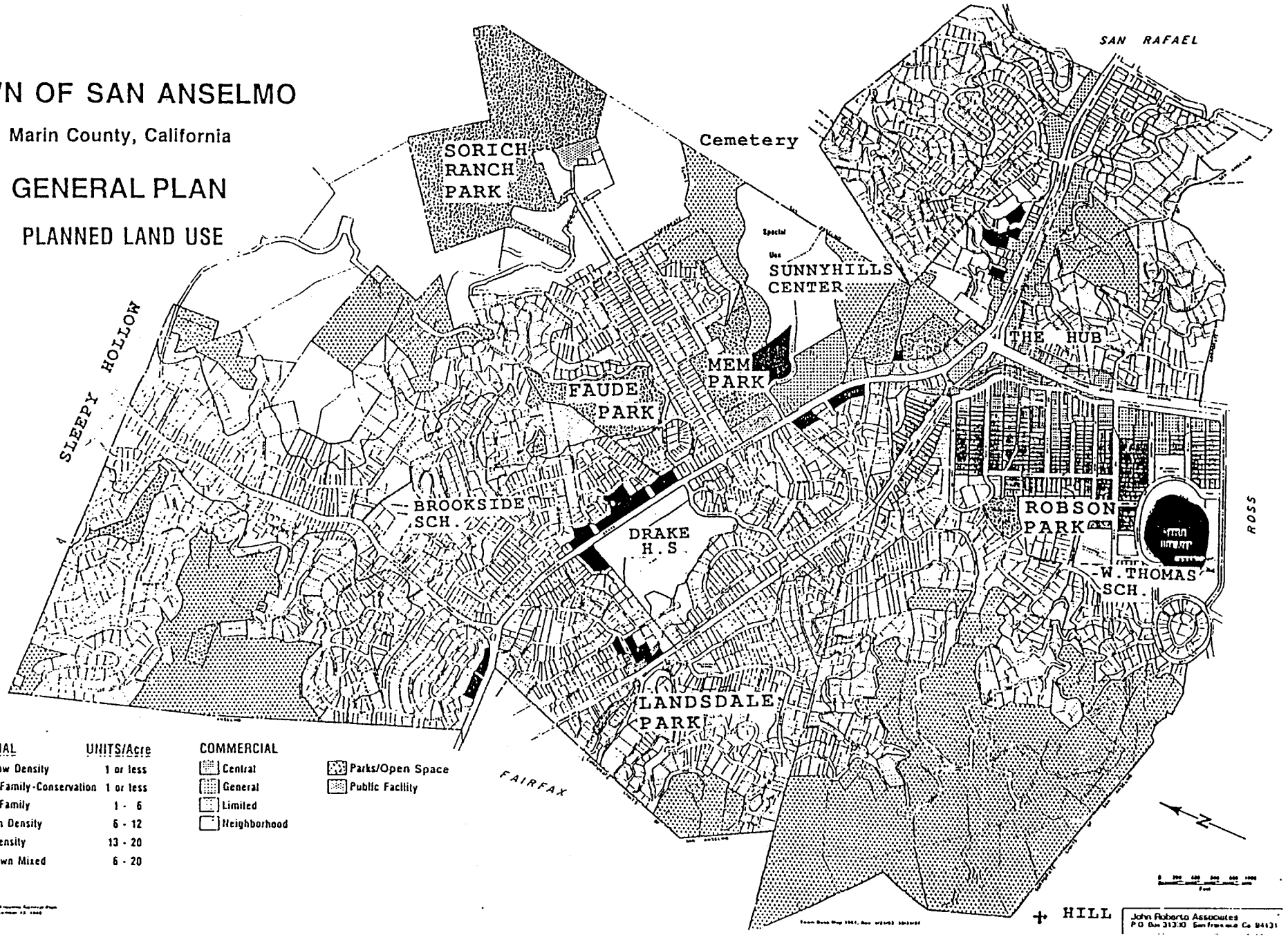
The residential population of San Anselmo, approximately 14,400 persons (ABAG, 1980) is predominantly white, middle to upper middle class. Demographically, the population is comprised of two significant age groups. Adults over the age of 45, including a substantial number of retirement age individuals, constitute about 40% of the population. The town has a higher percentage of persons, over the age of 65 than the county-wide average. The other major group includes young adults, 25-35 years of age and their young families. Households with families comprised 29% of all households in San Anselmo in 1980. However, older families with teenage children are in a distinct

TOWN OF SAN ANSELMO

Marin County, California

GENERAL PLAN

PLANNED LAND USE



minority. In fact, recent high school enrollments are historically low , whereas the demand for day care services is very high.

The local school district operates Wade Thomas and Brookside elementary schools in Town. High school youth attend Sir Frances Drake High School in San Anselmo.

San Anselmo does not have a strong commercial and industrial base. The majority of employed residents commute to jobs elsewhere in the county and the Bay area.

The Town is governed by a town council, consisting of 5 elected citizens. An administrator, apppointed by the town council is responsible for seeing that policies and directives of the Council are implemented and departments are properly coordinated. Management of Town parks and open space is the responsibility of the Planning and Public Works department. Various Town commissions advise the Town Council on matters pertaining to planning, library, parks and recreation, open space, etc.. All members of these commissions are appointed by the Town Council.

Parks

There are a variety of traditional parks and public open spaces within the town in addition to SRP; each with its own intrinsic values. Memorial Park is the largest and most popular town park. Until 1967, this centrally located, 10 acre park was the only public park in San Anselmo. These days in Memorial Park, adults and children enjoy organized sports, playground activities, tennis, family picnics, dog walking and informal recreation throughout the day, 365 days a year. Use of this very accessible park is dominated by active sports enthusiasts; opportunities for passive use by adults or senior citizens are lacking. Managment of the park, in order to mitigate conflicts among the many uses and maintain the facilities is a tremendous challenge.

Robson-Harrington Park encompasses an historic mansion and 2.7 acres of grounds, acquired in 1968. The park has been developed as a neighborhood park and community vegetable garden. The San Anselmo Parks and Recreation department, runs a popular summer day camp for local youth at the park.

Creek Park is a downtown urban mini-park, popular with day time downtown visitors and workers. Designated creek access and a small amphitheater add appeal to this delightful park.

Faude Park is an undeveloped, 14 acre, wooded hilltop site, within a residential neighborhood, designated as open space.

Landsdale Park is a neighborhood mini-park and tot lot, recently designed and constructed by enthusiastic community volunteers. In addition to these facilities, a number of neighborhood school sites are used, informally, by Town residents for recreation.

Sorich Ranch Park Neighborhood

The neighborhood adjoining the Park is characterized by a predominance of single family dwellings. A few small apartment buildings are located near the park on San Francisco Blvd. The neighborhood is typical of those which emerged in the early 1900's around the Bay Area. There is a consistency and harmony in the medium density pattern of houses, although each one is unique. The intimate scale and orientation of the houses suggests there are many opportunities for social interaction. Residents are predominantly families with young children or senior citizens. Older houses are concentrated in the flat valley and a few, newer houses are situated on the hill slopes, along the park boundary. A pleasant aspect of the neighborhood are the dense and sometimes lush yards and plantings along the streets. Mature street trees commonly create a canopy over the street throughout the town.

Sorich Ranch Park is popular with the nearby residents and many view it as their neighborhood park. Several other parks are also within walking distance of the neighborhood including: Memorial Park and Faude Park. Sir Frances Drake High School and Redhill Shopping center are also within 1/2 mile walk.

Adjacent Land Uses

In addition to the mature residential neighborhoods, the Park is bordered by: other municipal land uses; a private day care center; undeveloped lands, zoned residential; and a county open space preserve . When the Town purchased the lands of the Sorich Ranch in the 1960's, it was the original intention top locate the public works yard on the property adjacent to a new park. The Corporation yard garage still occuppies the original hay barn. Activities at the yard include: maintenance and storage of vehicles and tools, and periodic transfer of recyclable glass and cans, tree trimings and leaf litter collected in the park. The activities can be noisy and unsightly for Park neighbors and users. Traffic to and from the yard is periodic during working hours. The yard is closed on weekends.

The terrace above the Corporation yard, and adjacent to SRP parking lot was, until recently, used for staging public works projects. Construction and utility contractors were permitted to store vehicles and equipment, in the area, for the duration of a job in the town.

Historically, the terrace area and the debris slope, above the Corporation yard, were a municipal dump. According to Public Works and Parks employees, most recently, the dump fill consisted of predominantly: tree trimmings and leaf litter from Town parks and streets; as well as other assorted public works debris including asphalt, rubble and street sweepings. Debris at the site has accumulated over the last 25 years. Following the

1982 floods, the area was filled, in part, with silt and debris removed from streets of the Town . The stability of the slope and detailed characterization of the fill is indeterminate at this time. Permanent dumping has been almost entirely discontinued. Fifty percent of the debris currently dumped there is transfered offsite by a private contractor, at a cost of $400/week (personnal communication, Dean Nyberg). Public Works Department has begun revegetation of the debris slopes.

The Public Works staging area is also the site of a bi-annual, town-wide "Yard Debris Disposal Day". The San Anselmo Garbage Disposal Co. stations several roll-off debris boxes on the terrace for a day long collection of yard debris, dumped from residents cars and trucks. The company hauls the yard debris away free of charge as part of the yearly garbage pick-up contract. Some residents complain about inefficiency of the operation and its impact on the San Francisco Boulevard neighborhood. As an alternative to the "Debris Day" event, a Town-wide "green cans" proposal was discussed in a Town advisory committee, in the spring of 1992.

The boundaries between the park, the current public works staging area and dump are not clearly defined. The gravel access road and areas to the south of it continue to be used for limited public works projects. The terrace and areas north of the gravel road have been mulched with wood chips and are currently considered park lands.

In the long range view of this project, all the lands on the terrace and the public works staging areas are cosidered potential park lands. This point of view was affirmed in all public discussions of the Park plan. Phased of implementation of the plan could accomodate transition of the existing public works lands on the terrace to park uses. A reduction in the size of public works service area is of concern for Public Works and Parks personnel. Space requirements and site design of the existing Corporation yard ought to be studied in detail.

Private property, which adjoins the Park, includes residential houses and undeveloped lots on Sacramento Avenue and Carmel Way, and the SUBUD meditation center, also on Sacramento Avenue. The grounds and parking lot of the SUBUD center border the Park. The center is leased to a popular, day care school on weekdays, year round. The grounds include a well equipped, traditional playground. Groups of school children from the school are taken on walks to SRP once or twice a day weather permitting; making the children some of the most regular park users. These outings are extremely popular with the children. In fact, they have named many landmarks in the park, some of which are adopted in this report.

Several hundred acres of undeveloped private land, zoned residential (RMP-0.1), border the southwest perimeter of the Park. These lands are targeted for open space

preservation or public acquisition in the Open Space Element of the San Anselmo General Plan (General Plan Appendix A-26).

San Rafael Ridge Preserve

Undeveloped. public open space. managed by the MCOSD adjoins 50% (4600') of the park perimeter. The land. known as San Rafael Ridge Open Space Preserve(SRR) encompass the ridge lines above SRP and the eucalyptus grove along the eastern border of the park. The official boundary of county preserve with the town park is not marked by signs or a fenceline. The first parcel on the Preserve was purchased by the county in 1976. 10 years after the creation of SRP. The Town park was thus, a cornerstone to the current county open space system.

Regional Parks

In the regional context , SRP is part of a huge resource of public open space managed by a variety of local, state, and federal agencies. The MCOSD lands bordering SRP encompass 1255 acres of undeveloped ridges and miles of trails extending from Sun Valley in San Rafael, to Tierra Linda and around the Santa Margarita Valley, as far north as Lucas Valley road. The District manages over 9000 acres of open space across the county for preserveation of natural environments and public enjoyment. In addition. nearby lands of the Marin Municipal Water District(MMWD), Mount Tamalpais and Samuel P. Taylor State Parks and the Golden Gate National Recreation Area (GGNRA) encompass tens of thousands of acres of open space. Nearly 40% of Marin county is managed as public open space. For residents of San Anselmo, SRP is a gateway to this diverse mosiac of open space preserves

CHARACTER OF PARK ENVIRONMENT

Park Site History

Sorich Ranch Park, the name itself evokes a visions of an historically different use of this piece of land. In fact, the overall appearance of the Park and the surrounding landscapes of central and western Marin county are as much the result of historic agricultural land use, as natural factors.

The Coast Miwok people, the first known inhabitants of the region, managed the lands and the vegetation by setting fires in order to clear brush and promote plant growth for graazing deer and antelope. Spanish, Mexican, and American cattle ranchers continued these practices and cleared more land for grazing, planting and settlement. These agricultural practices resulted in the mosaic of woodland and grassland we see today, in places like SRP.

The Park contains no known or recorded archaeological sites of the Coast Miwok people, who inhabited the area. Occassionally, artifacts are found alongside the main creeks in the Ross Valley; none are known to have been recovered on Park lands. However, there is a possibility of sites or resources being located on the Park or the adjacent preserve (MCOSD, 1991).

Spanish settlement of the area began in 1817, followed by subdivision of lands under the Mexican rule in 1834. The lands of SRP were granted to Domingo Sais family, as part of a 6,100 acre Mexican land grant in 1839. From 1869 to 1912, the lands lying between Sir Frances Drake blvd. and San Rafael Ridge, including SRP, were managed as part of a cattle ranch run by the J.O.B. Short family. In 1912, the lower portion of the ranch was subdivided for residential development. Charles Pringle acquired the upper portion of the ranch (including SRP) in 1920 and ran it as a dairy, until the mid-1930's. The property was then acquired by the Spagnoli family , who operated the dairy until 1946, at which time the ranch was sold to Nick and Genevieve Sorich, who continued to operate the dairy for 11 more years. The Sorich's grade A creamery stood at the top of an unimproved circle drive, beyond the end of San Francisco Boulevard. The drive, lined with ornamental trees, looped around Bigrock, just as it does today. Many long time residents of San Anselmo recall walking up to the dairy for milk, as children. Rising costs and insufficient grazing land were the prime reasons given for the termination of the dairy activity by the Sorich family, in 1957. Subsequently , the family raised calves for several

years and lived in a portion of the former creamery. The hay barn was leased for storage and the operation of a small cabinet shop, run by the Torressan family.

In 1959, the property was appraised for sale to the Town of San Anselmo. At that time, fair market value for the 64 acre parcel was set at $60,000. The appraisal, by Farrington Jones and Son of San Anselmo, established the first proposal for development of the land for recreational purposes.

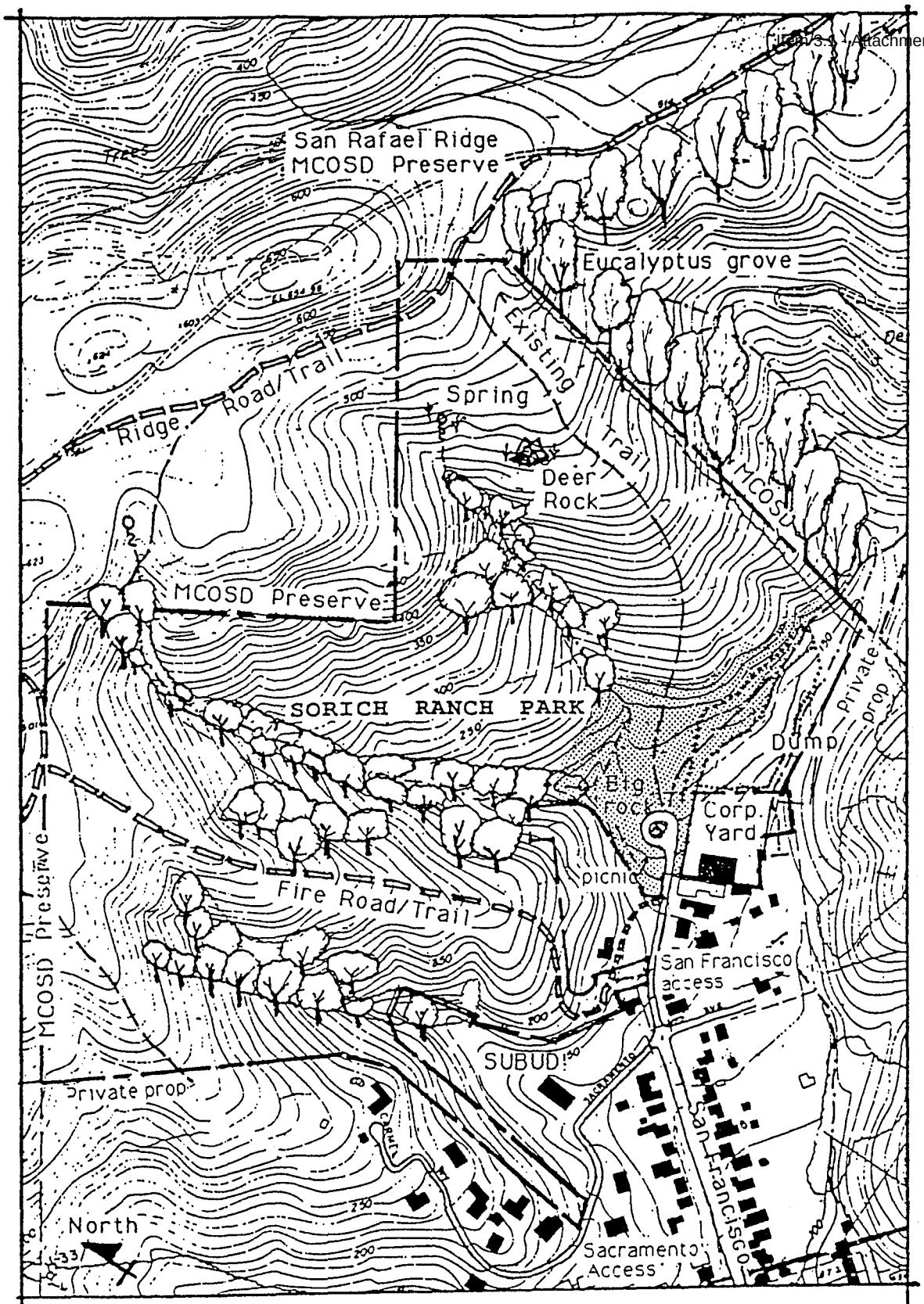
> "With little capital outlay a dude ranch could be the highest and best use of the land. Small cabins could be built to accommodate guests. The dude ranch would be slanted toward attracting middle income skilled and clerical workers from San Francisco. A restaurant, open to the general public, with burro rides over the ranch for children, would help bring in local Marin county residents to the dude ranch. Swimming pool, tennis courts, putting green, etc. would round out the dude ranch. The subject property is near a recognized bus line, which is an item of convenience for the budget minded individual". *Farrington Jones and Son, 1959*

The Town eventually purchased the tract of land, in October 1965, for the purpose of park system expansion and corporation yard use.

Shortly thereafter, the Town council retained a landscape architect, William Kapranos, of San Rafael, to submit a proposal for the initial park planning at SRP. The landscape architect's final proposal completed in December, 1970, was as grand as that presented in the real estate appraisal in 1959, but more foresightful. The proposal described a regional park, dubbed the "Hub Regional Park", encompassing the lands of SRP and approximately 320 additional acres, linking San Ansemo, Tierra Linda, Sleepy Hollow, and San Rafael. Goals of the proposal included: preservation of ridge tops, development of recreational facilities and joint management of a regional park on the hills. Specifically, the proposal divided the 62 acre SRP into a "hillside area" and a "level area". The hillside area was programmed for picnics, and "scenic outdoor classrooms", linked by extensive systems of "arterial and exploration trails". The 8 acre, level area was programmed to accomodate a new Corporation yard and recreational facility including: football field, swimming pool, parking for 75 cars and "landscaped open space areas". The plan would have required extensive earthwork on the site including burial of the creeks in culverts beneath the proposed parking lots.

The Kapranos plan for SRP never got off the drawing boards. However, his regional park idea was a forerunner to the current San Rafael Ridge Open Space Preserve managed by the MCOSD, which encompasses 1255 acres in the area today.

The early 70's did see the demolition of the dairy and surrounding buildings. Foundations of the creamery and milk barn, which stood behind it, currently lay



SORICH RANCH PARK
SITE ANALYSIS

Contour interval 10'
Scale 0' 250'

1 acre

Landmarks and Adjacent Land Uses

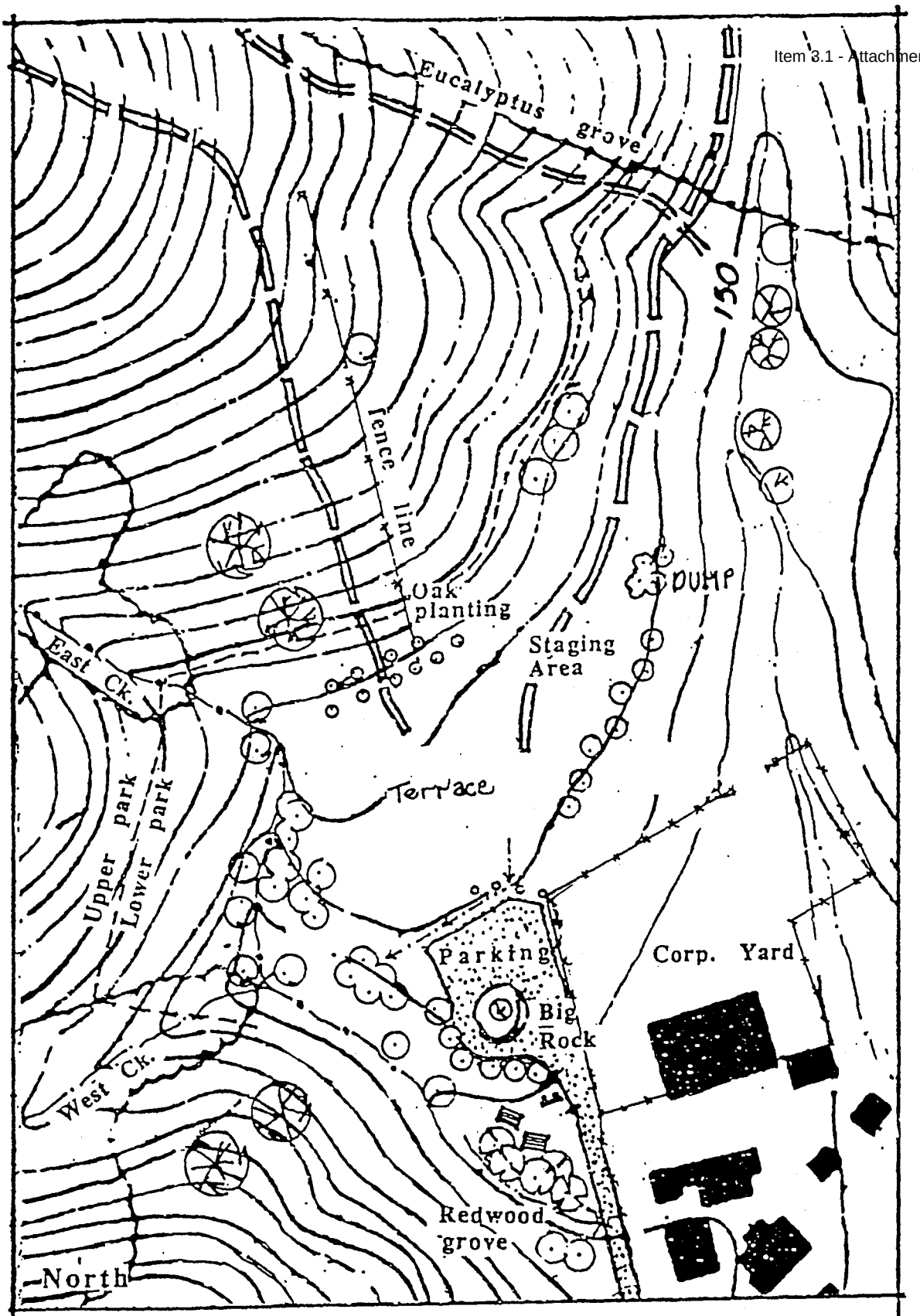
KEY TO SYMBOLS

STREETS
FIRE ROADS
TRAILS
CREEKS

LOWER PARK

demolished and partially buried on the slope and Terrace beyond the loop drive and Bigrock. Below the confluence of the creeks in Lower park, foundations of another outbuilding lay partially exposed in the creek bank. The original hay barn was converted to the present Corporation yard garage and currently houses workshops and equipment storage. The only other significant reminders of the by gone days of ranching on SRP lands are the barbed wire fence lines and sentinel-like fence posts, that stand silently in the grasslands.

In the late 70's, picnic tables, a park sign, and paved drive were added to the Park . Construction of a hiking trail to the ridge top, known as the "Climax trail ", was begun but apparently never completed. Traces of the trail remain along West creek. In 1976, lands on the ridges surrounding the Park were acquired by MCOSD. In subsequent years there has been little additional development in or near the Park.



SORICH RANCH PARK
SITE ANALYSIS
Lower Park Existing Conditions

Contour interval 10'
Scale 0' 100'

1/2 acre

Visual Environment

Sorich Ranch Park is an integral part of the visual backdrop of San Anselmo and the Ross Valley. The land is highly visible to residents of San Anselmo and Ross, as well as to travellers on Sir Frances Drake Boulevard, in the Ross Valley The hill slopes of SRP rise rapidly to the crest of San Rafael Ridge and the nearby eucalyptus grove stands in sharp contrast to the adjacent open grasslands. Panoramic views of San Anselmo and Ross Valley landmarks attract many visitors to SRP, others come for equally special, close -up views of nature.

Visual Qualities

Visual qualities are of value and concern to Park visitors, Town residents and planners. This community owes much of its special character to the visual qualities of undeveloped ridge tops and lands within the Town and the valley. The General Plan of San Anselmo maintains that "the visual qualities and view potential of both natural and man-made settings shall be of equal consideration with other factors in project reviews". Development on hillside and ridges is regulated in the Town Plan, so as to "maintain, protect,and enhance the open space qualities". In fact, most lands above 150' mean sea level, within the town and its sphere of influence, lie within an official Open Space-Conservation Zone or "ridge zone" (General Plan, 1989).

The Park viewshed-all the area from which parts of the site are visible, is bounded by San Rafael Ridge to the north, Bald Hill and Mt. Tamalpais to the south, Oak Springs Ridge and Bolinas Ridge to the west, Sunny hills Ridge and Ross-San Rafael divide to the east. However, structures, topography, and a commonly dense canopy of trees in the neighborhoods interfere with views and hide the Park site from some locations in the viewshed.

Distant views of the Park focus on the ridge top at the horizon, the open grasslands, the monolithic rock outcrops and the adjacent eucalyptus grove. View corridors-linear open spaces, such as linear parks or roads perpendicular to a view, allow unobstructed views to the distant park landmarks. Portions of San Francisco Boulevard, Sir Frances Drake Boulevard (south of the "Hub"), and open space at Memorial park are all view corridors in the Park viewshed.

Distant views from the Park are numerous and some extraordinary panoramas are afforded those who hike just part way up the hillsides. From the Lower Park the views across the rootops of San Anselmo include the peaks and foothills of Mt. Tamalpais and

Mt. Baldy. At viewpoints high on the hill side, one can capture views of the San Francisco Theological Seminary, downtown San Anselmo, and Bolinas Ridge. The long views from the top of the ridge in the SRP encompass San Francisco Bay, San Pablo Bay, Mt. Diablo, the Berkeley hills, the Oakland and San Francisco city skylines, as well as the towns of San Anselmo, Ross, and San Rafael. One can experience a glorious sense of distance and openness from these panoramic view points.

In addition to the obvious panoramic vistas, important types of view in the park are ones that offer relief or context to the wild natural setting or present a fresh way of looking at the park. The following are some examples:

1. trees, topography, or combination which *enclose an area;* such as the redwood grove and various shady coves of trees and rock outcrops at the grassland edge.
2. landscape elements which *frame views*; like the trunk or canopy of a mature tree in the woodland, or a snag in the open grassland.
3. landscape elements which *give scale or focus* to a natural setting; like rock outcrops (Bigrock and Deer rock), boundary fences, and woodland edge
4. places that afford *a different angle or perspective* on a scene; like a break in the dense underbrush along the stream bank.
5. features that obscure objects or places of interest and offer the element of surprise in *the hidden view*; like the slope separating the existing terrace from the Bigrock area.

Visually *obtrusive* elements are the final type of views in the Park viewshed. Direct views from the Park, of the Corporation yard, the old dump site and the cyclone fence enclosure are undeniably industrial in appearrance and obtrusive in the park viewshed. In the opinion of many Park visitors, the public works staging area and existing barren terrace area are visually obtrusive. In fact, the San Anselmo General Plan states that the yard "should be made visually compatible with the SRP setting".

Visual Experience

The Park visitors initial experience is determined by their entrance route. Since most people approach the Park along San Francisco Boulevard on foot or in a car, the road's alignment establishes important sightlines. From the boulevard, the first impression is a distant view of rural grassland slopes and woodlands at the head of the valley, beyond the tidy front lawns, along the boulevard. This view is deflected as the sidewalk ends and the road rise over a knoll, around a bend past more rural-looking houses, lots and buildings, beyond the Town limit. The distant grassland view returns as the road ahead

splits in three or four directions: toward private driveways, the Corporation yard gate and the Park entrance. However, no significant visual clues or landmarks exist here, to exite a sense of arrival or simply indicate that a park is ahead. The Corporation yard gate is not posted either. With the distant view of the grassland still ahead, one passes beside the Corporation yard gate onto the Park site. Beyond the redwood grove, a sign in the picnic area, to the left, indicates this is indeed Sorich Ranch Park. The picnic area is cool shady and inviting on a hot summer day. The road then continues up the hill to finally end at the BigRock: reinforcing some landmark quality for this monolithic outcrop.

Beyond the parking area around the Bigrock, is the public works staging area and the barren terrace, hidden from view. These open areas at the foot of the ever steepening view of the grasslands, have the distinct appearrance of a temporary construction site. However, views from the Terrace looking back to the south, over the roof tops of San Anselmo are of Bigrock, Bald Hill, and Mt. Tamalpais. From this vantage point the Corporation yard is almost hidden, below the brow of the Terrace. To the north, the wooded stream valley curves up the hillside but still a glimpse of the head of the valley eludes the viewer. To the east, the forest of eucalyptus hangs down like a curtain along the Park perimeter.

A closer look, beyond the terrace, reveals the subtle details of this place-wildflowers, grasses, long runs of solemn fence posts standing on the slope: stately silent oaks; dark shady forest cover; a glint of water flowing over stream gravels: a curious variety of rocks, colorful flights of bluebirds; hawks and vultures soaring overhead: rabbits flashing through the brush; deer prancing across the grassland; and odd artifacts of a by-gone agricultural era.

Noise

The Park is naturally tranquil, which is a significant attraction for many visitors. The sounds of wind, occassional falling water, birds, boisterous children and other Park visitors are some of the natural sounds heard across the Park. Vehicular traffic and maintenance activities in the Corporation yard are the major sources of noise. The recycling transfer station is particularly noisy. However, these potentially disturbing operations in the yard occur only on weekdays, 8-4 pm, which are hours of limited Park use.

Park Landform

Sorich Ranch Park comprises 62 acres of grassland and woodland, situated on the south-facing slopes of San Rafael Ridge, in the Upper Ross Valley of central Marin County. The Ross Valley is part of the hilly to steep mountains of the California Coast Range, that rises from sea level to 2500' in Marin county. The Upper Ross Valley encompasing the towns of San Anselmo, Ross, and Fairfax, is surrounded by steep upland slopes and ridges, which flank narrow alluvial valleys. The valley and the slopes including those in Sorich Ranch Park are dominated by Mt. Tamalpais, the sacred mountain of native American legend. Numerous intermitent streams, which flow for short periods in the rainy season, drain the slopes and flow into San Anselmo Creek on their way to San Francisco Bay.

The striking landform of the Upper Ross valley and SRP are due in large part to the varied and contrasting topographic and geologic setting. Exposed bedrock, exotic soils, common landslides and active erosion all contribute to the appearrance of the landscape. The land form, its underpinings and processes exert a profound effect on the local climate and the distribution of vegetation.

Climate and Microclimates

Local climate of the Upper Ross Valley is characterized by moderate temperatures and precipitation, due to its proximity to the Pacific Ocean and San Francisco Bay, and the effects of local topography. Summers are dry, winters wet; in a typical Mediterranean climate pattern. Temperatures seldom dip below freezing and rarely exceed 100' F. Mean annual maximum temperature is 83'F and minimum is 38' F (SCS). The warmer summer periods are usually followed by strong onshore breezes. Local topography influences both wind direction and speed. Westerly winds are typical during summer afternoons. In late summer and fall, "Santa Anna " winds blow from the north-north east, periodically. Most of the precipitation in the area falls during 6 months of the year, November to April. Average annual rainfall total for San Anselmo is approximately 40"/year. In this inland area summer fog is dry and only occurs in the early mornings. On occassion the ridge tops of Sorich Ranch Park reach above the fog, which blankets the town below. The park lies in the Sunset plant climate zone 15.

Microclimates within the park result from local variation in the aspect of slopes and vegetation cover. For example, the microclimate under an oak tree may be quite different than on the adjacent grassland. Under the tree summer temperatures will be more

moderate, soil moisture higher, and light intensity will be less. As a result of these microclimate variations, different plants thrive in particular areas and the human comfort level varies accordingly. Generally, the microclimates of the existing picnic area and the redwood grove are shady and pleasant. Deep shade within the bay forest of the Upper park and dappled shade of the oaks in the open grasslands are also seasonally comfortable. Microclimate factors should be carefully considered in the location of various park and recreation ammenities, including seating and trails.

Topography and Geology

Topographic elevation in the Park ranges from 140 feet above mean sea level in Lower park 600 feet, near the top of the San Rafael Ridge. The Park is typified by steep terrain, with slopes ranging from O% to greater than 60 %. The slopes of the open grassland rising from Lower park to Deer rock average 30%. There are a few broad ridges with slopes as gentle as 10 % and the lower portions of the Park include fairly level terrain and several terraces along the creek. The south facing slopes are somewhat hummocky and lumpy in appearrance, due in part to the prevalance of ancient and recent landslide deposits as well as huge monolithoic outcrops of bedrock.

Marin county occupies a geologic setting that is not static or stable, but dynamic and has been so for the last 150 million years. It's changing constantly, on the scale of geologic time; quite slowly in most places, but rapidly in some. The uplift of bedrock and evolution of soils are occurring slowly, landslides and erosion occur rapidly.

The slopes of Sorich Ranch Park and the Upper Ross Valley, north of San Francisco Boulevard, are underlain by a disrupted bedrock assemblage of large and small masses of various hard rock types, embedded in a fine grained matrix of sheared and crushed rock material. This combination of disrupted rock masses is known as *melange*. It represents a broad zone in the earth where old bedrocks were broken and sheared, as a result of the interaction of regional scale tectonic plates of the earths crust, driven in opposing directions past each other by forces deep in the earth. Subsequent gradual uplift and erosion have exposed the rocks at the surface. This ancient *melange* is part of the Franciscan geologic formation, which is approximately 150 million years old.

The landscape of the melange terrane at SRP is characterized by the presence of scattered prominent outcrops and monumental masses of hard rock projecting out of the otherwise smooth grassslands. The hard masses ordinarily comprise an assortment of rock types, principally marine sandstone, red chert, sea floor volcanic rock and serpentine. The resistant blocks can range from a fraction of a foot to a mile in length. The weak melange matrix of crushed rock material commonly weathers to highly expansive clay soils. It is

this erratic distribution and different strengths of the bedrock underlying the slopes that yields the interesting and pleasing landscape of SRP and much of central Marin.

Some of the youngest geologic materials in the area are unconsolidated sand and gravel that lies under the streams and flat areas along the creeks of the Upper Ross valley.

Landslides

Landslide deposits are abundant in SRP, indeed they blanket these slopes and the slopes of many of the ridges of the Ross Valley. In SRP, landslides overlie the ancient bedrock of melange. Land slides constitute a geologic hazard to structures and roads and trails throughtout much of coastal California. They yield add complexity and interest to the natural landscape of the Park.

Landslides are surficial deposits of rock and soil that have separated from their original positions on steep slopes and moved down under the influence of gravity. They indicate an existing or past condition of unstable slopes. The principal criteria for recognition of such deposits are the characteristic topographic expressions (e.g. scarps, and hummocky ground surfaces) that result from the downward and outward displacement of the sliding masses.

Creeks and Springs

Four seasonally intermittent creeks orginate on the Park uplands. These creeks flow off the site into culverts, which channel the water under the Corporation yard, adjacent neighborhoods, and Memorial Park; eventually they flow into San Anselmo Creek, near the "Hub". Two of the creeks, here referred to East and West creeks drain the central portion of the Park. These two creeks meet at a confluence in the Lower park and flow along the redwood grove to a culvert under San Francisco Boulevard, at the southwest corner of the park. A third creek, known here as Sorich Park creek drains the northeast corner of the Park; it flows offsite into the eucalyptus grove and then back across the southeast corner of the park along the perimeter of the old dump site and the Corporation yard until it too enters a culvert. A fourth creek drains the northwest corner of the park, above the SUBUD center.

East and West creeks both cut down to bedrock in the bay forest of Upper Park. Small cascades occur during high flows, over several reaches of each stream. Water can be heard rushing down the channels on these occassions in winter and spring. , However, as a result of the downcut channels, the stream banks are usually steep; access and stream crossings are quite difficult in Upper Park.

At their confluence, near the base of the slope the two streams cut through softer alluvial soils and sediment accumulates in a gravel bar. Beyond the confluence, the creek cuts a steep bank on the hill slope before running past the redwood grove. This cutbank is unstable and the park perimeter fence line has been undermined. In fact a reconnaissance topographic survey of the park boundary in the area indicates that the active creek channel may have shifted onto adjacent private property and off the park lands, as a result of undercutting of this bank. Access to the creek at and below the confluence is good; the creek can be forded here also. Above the confluence, East creek is lined with a dense willow thicket and the channel is deep making access more difficult. Pieces of steel culvert are partially buried in the channel here, at an historic stream crossing last used during the June 1976 firefight.

Sorich Ranch creek, which drains the eucalyptus grove, cuts through soft alluvial soils along the southern perimeter of the Park. Access is good, although a willow thicket lines the channnel periodically. Debris and runoff from the adjacent, disused dump site enters the creek channel on occassion.

Several perennial springs, located high on the ridge at the northern perimeter of the park are a source water for the intermittent streams. However, by the beginning of the dry season most of the water, soaking the downslope wet meadows, never reaches the dry stream channels. The complex bedrock of melange and hard rock masses beneath the park lands creates an unusual distribution of these springs. Many of the large rock masses contain abundant open fractures that can trap considerable amounts of rain water, which is released in the dry season. Thus, these monolithic blocks constitute natural "water tanks" high on the ridge. Locally, other fractures in the bedrock serve as conduits for groundwater. Several springs were still flowing in summer of 1992, the sixth year of the recent drought. They provide a crucial source of water for local wildlife and plants.

Soils

A variety of soils, including unique serpentine soils, occur in the park. Soils are formed by the weathering of rocks and other materials present on the surface; therefore, soils vary from place to place, depending on the bedrock, topography and climate. Soil is more than brown mud. It is a natural body on the earth surface that supports plants. It consists of an intricate ensemble of minerals and organic matter (Prunuske, 1987). The type of soil plays a major role, along with microclimate and topgraphy plays in determining what kind of plants grow in an area. In turn, the plants affect what species of animal can live there and the comfort level of humans in the area (USDA, 1985).

Soils of the Park are derived from bedrock of Franciscan melange, including sandstone, shale, greenstone, and serpentine. The soils are moderate to deep, well drained, slightly acidic upland soils (USDA,1985). The Soil Survey of Marin county (USDA,1985) describes two main local soil types:

Tacoloma soil-a grayish brown loam, which supports hardwoods, bay and oak

Saurin soil-a yellowish brown clay loam, which supports annual grassland

Serpentine soils are relatively barren soils, which form over serpentine bedrock; a rock of unusual chemical composition. The soils are shallow, clay loams and often stony (USDA). They support few species of plants, although a number of endemic species are particularly adapted to the soils (see Sensitive Ecological Areas).

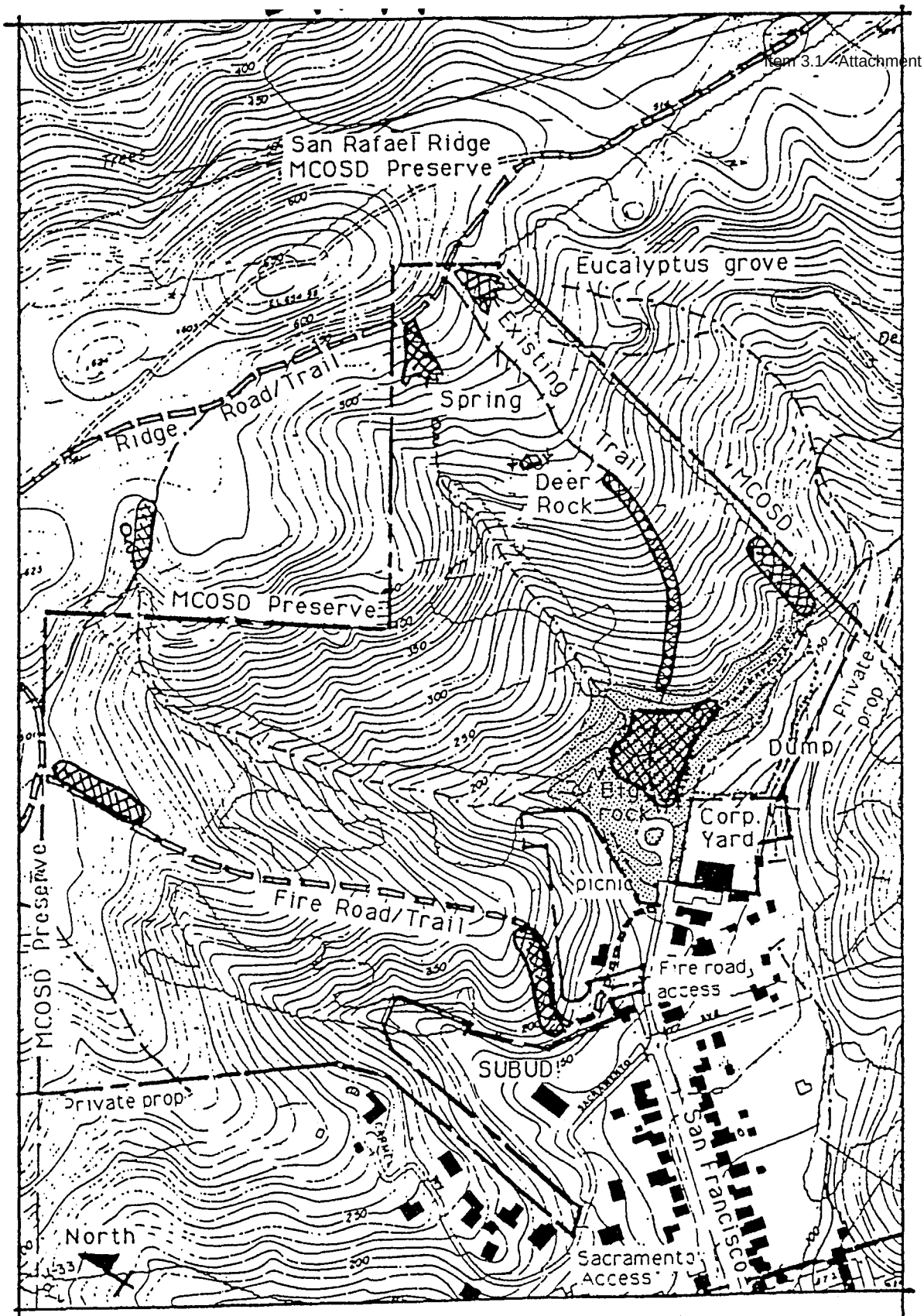
The clay rich soils of the Park are a geologic hazard to streets and structures built upon them, without adequate engineering of the foundations. These soils, common to sites elsewhere in Marin, are prone to swelling when wet and shrinking when dry; consequently the heaving of foundations and roads results. The instability of the steep hillsides throughout Marin is also atributable to these shrink-swell clay soils (Smith, 1976). Runoff of rain falling on these soils is rapid and locally ,the hazard of soil erosion is high particularly when vegetation cover is sparse.

Erosion and Drainage

Sites of significant soil erosion at SRP are indicated on the Hazard map. The natural process of soil erosion is the product of soil, climate, topography, vegetation, and human or animal activity (USDA,1985). Throughout stable watersheds the rate of erosion is slow; but in many watersheds, including SRP, human land uses have accelerated the rate of erosion beyond natures ability to recover. With the loss of soil, vegetation is lost and slope stability is compromised; structures, roads and trails may eventually be lost.

Erosion at SRP has been caused by overgrazing of livestock, improper road grading and routing of trails across overly steep slopes. Overgrazing of livestock has caused erosion and soil compaction resulting in increased runoff of rainfall. Examination of stream channels in the Park indicates: significant downcutting as a consequence of the rapid runoff, sediment accumulation at the confluence of the East and West creeks, and stream bank failure near the redwood grove. Instablility of the downcut stream blanks eventually results in the loss of riparian vegetation.

Fire roads and service roads in the Park and on the adjacent preserve, originally constructed as ranch access roads, are often improperly located and inadequately graded (MCOSD,1991). Continued use of the roads has resulted in gullying and erosion in



SORICH RANCH PARK
SITE ANALYSIS

Contour interval 10'
Scale

Erosion Hazard Map.
Areas of Significant Erosion

Park Vegetation

A mosaic of different plant communities covers the ridges hillslopes and stream valleys of Sorich Ranch Park. There are four major vegetation types on the site: grassland, shrubland, woodland, and forest as well as historic ornamental plantings around the ranch site. The present vegetation mosaic has developed over time, through complex interactions between environmental conditions on the site including: geology, soils, topography, microclimate, plant succession and historic land use practices. The area supports the survival of numerous common plants and some rare species in a relatively natural mosaic. The vegetation is valuable for its ecological, esthetic and recreational resource potential. However, the mosaic of vegetation in combination with the steep slopes and dry climate create a relatively high fire hazard for the area.

The purpose of this inventory and analysis of the vegetation is to assess the current distribution of vegetation and the degree of fire hazard it represents; to identify sensitive ecological areas; to assess environmental factors affecting the distribution of vegetation; to describe the major vegetation changes that have occurred as a result of man's influence, particularly the importation of weeds and non-native plants. The inventory will support recommendations for planning and management of the Park.

Field surveys of the study area, conducted through out the year, and aerial photo interpretation indicate the vegetation mosaic can be divided into several specific plant communities. The communities are illustrated on the Vegetation Inventory Map and include: oak-bay forest, eucalyptus forest, oak woodland, riparian 'woodland', redwood grove, oak-baccharis brushland, North Coast Scrub, grassland, wet seeps and springs, and ornamental plantings. This inventory complements and extends a recent study of vegetation on lands surrounding the Park, managed by MCOSD. The following descriptions characterize each vegetation community in terms of dominant species, composition of the understory and groundcover layers.

Oak-Bay Forest

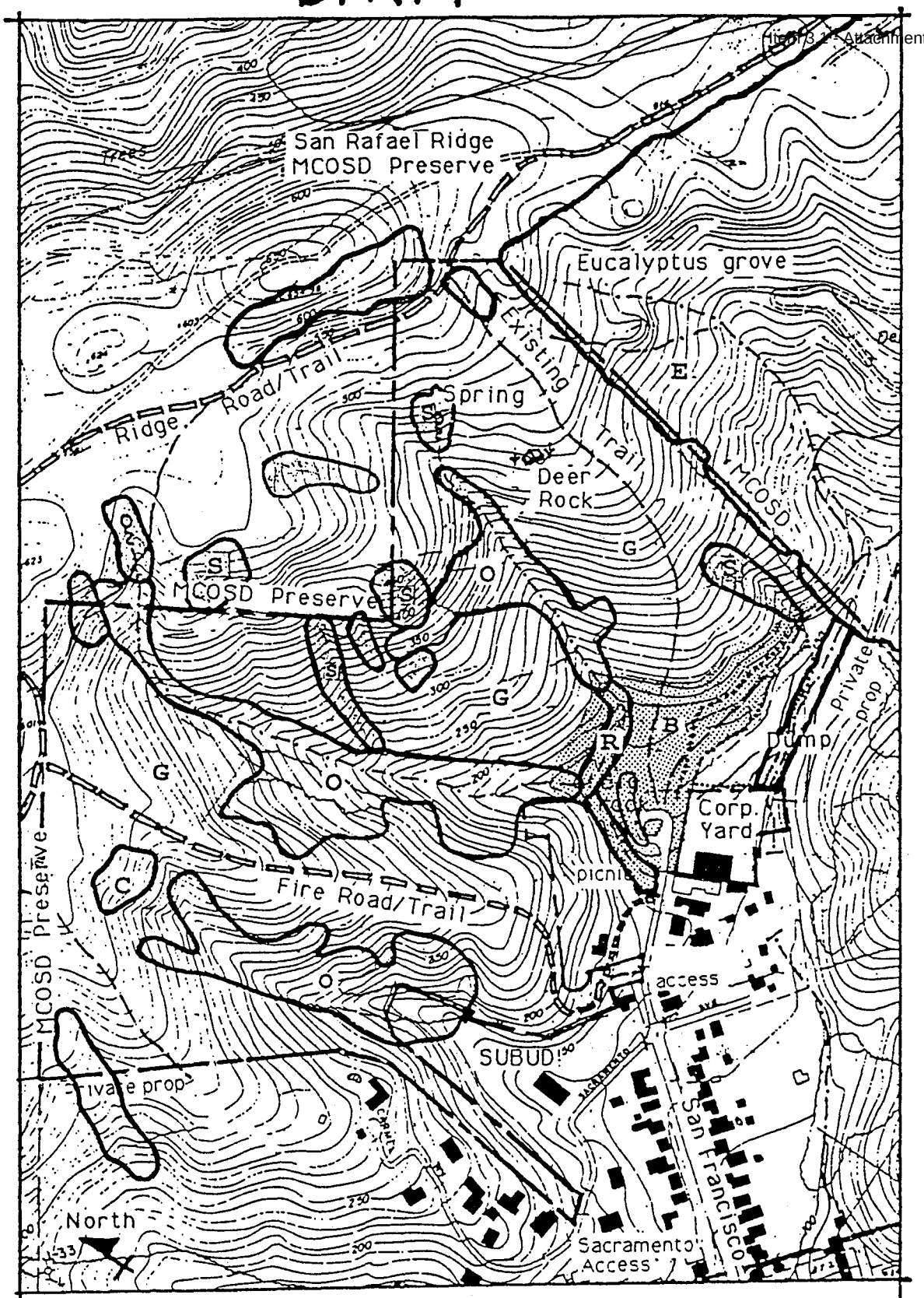
The oak-bay forest, found along the hillside stream courses and draws between the grassland ridges, is dominated by coast live oak (Quercus agrifolia) and California bay (Umbellularia californica). These forests are found where fairly moist conditions and moderately well developed soils occur. Coast live oaks favor the somewhat drier areas. These forest also support California buckeye (Aesculus californica), California black oak (Quercus kelloggii) and madrone (Arbutus menziesii) in conditions of more moderate

places. In the past, inadequate grading of the Ridge trail on MCOSD preserve routed water onto SRP from the preserve, causing severe gullying above the upper reaches of East creek. Drainage in this area continues to be inadequate. Runoff from the old road above the SUBUD parking lot, also known as the San Anselmo trail, is reported to be draining on to residential property at the south east corner of the park. Currently roads on the MCOSD preserve are graded by the MCOSD and the MCFD. Roads on the SRP are the maintenance responsibility of the town of San Anselmo.

The main user-made trail, Deer rock trail, was developed across overly steep slopes, and is resultng in erosion of the trail and hillside vegetation. Trails leading to Sun Valley and the Mt. Tamalpais cemetery, in the south east coner of the park, are also eroded where the routes cross steep slopes.

Gullying of slopes and ponding of water occurs on the existing parking lot, the terrace and public works staging area as a result of inadequate drainage.

The effects of soil erosion are not limited to the site where soil is lost. The detached soil, called sediment, enters the water system and settles out at culvert inlets, in stream bottoms, or the estuary at Corte Madera. It can clog the culverts and reduce their capacity to handle serious storm flows; thereby increasing flooding. Floods inundated San Anselmo in 1982, when culverts and channels could not accomodate the storm flows. Sediment will also fill in wetlands and blanket stream bottoms destroying habitat for fish and aquatic animal species. Small erosion problems in the uplands, like SRP, can contribute to vast regional losses (USDA,1985).



SORICH RANCH PARK
SITE ANALYSIS

Vegetation Map

Contour interval 10'
Scale 0'

LOWER PARK

KEY TO SYMBOLS

- S SENSITIVE PLANT AREAS
- O OAK WOODLAND & BAY WOODLAND
- C COASTAL SCRUB
- B BARREN
- G GRASSLAND
- E EUCALYPTUS
- R RIPARIAN

moisture. Mature stands of the dominant trees average 30-60' in hieght. The understory of the oak-bay forest varies with dominant tree species and degree of shade. Few plants are found in the deep shade beneath mature stands of bay trees. The ground is commonly covered with bay leaves, twigs and broken branches. In less shaded areas of mixed stands of trees, a diverse understory, 3-6' in height, has become established consisting of: poison oak (Toxicodendron diversiloba), toyon (Heteromeles arbutifolia), California blackberry (Rubus ursinus), coyotebush (Baccharis pilularis), monkey flower (Diplacus aurantiacus). Typically, more moist areas (rare on this site) also include: western sword fern (Polystichum munitum), maidenhair fern (Adiantum jordani), snowberry (Symphoricarpus rivularis), red flowering currant (Ribes sanguinium), and rye grasses (Elymus glaucus). Western huckleberry (Vacinium ovatum), and California hazelnut (Corylus californica) also grow in the more moist understory of an oak-bay forest. Beneath the oak trees on drier sites in the park a variety of grasses and forbs occur.

Oak Woodland

Oak woodland occurs on the margins of the oak-bay forest, on dry south facing slopes of SRP. In contrast to the oak-bay forest the typical oak woodlands have open canopies, grassy ground covers and are dominated by coast live oak and valley oak (Quercus lobata). The valley oak occurs in deeper soils where it attains great stature, mature trees range from 30-100' tall. Trees are widely spaced and oak woodland grades into grass land communities. Near moist drainages, the oaks are often associated with buckeye, toyon, madrone, and bay. Although there is no true understory, scattered shrubs such as manzanita(Arctostaphylos spp.), ceanothus (Ceanothus spp.), poison oak and coyote bush, invade the woodland edge. A mixture of annual and perennial grasses is the typical groundcover.

Oak woodland is one of the most common plant communities of northern California, however seedling predation by grazing cattle, deer and rodents are so intense that seedling oaks are rare in many areas. The oak woodland is considered an endangered plant community by many researchers (Griffith, 1977). Unless we focus on careful management, "there will be no young oaks to replace the patriarchs of the oak woodlands when they topple from old age".(Shufford and Timossi,1989)

Riparian "woodland"

This plant community is limited to the stream banks of the Lower Park at the base of the steep wooded canyons. The dominant vegetation is commonly a 6-10' shrub layer of arroyo willow (Salix lasiolepis) and thickets of California blackberry and poison oak.

Currently no tree canopy exist in these corridors. The groundcover includes: bracken fern (Pteridim aquilinum), rush(Juncus spp.), horsetails(Eqiusetum arvense), hedge nettle(Stachys chamissonis), stinging nettle (Urtica californica) and a mosaic of grasses and forbs. Where this community grades into oak-bay forest, at the base of the steeper canyons, the moisture loving, shade tolerant California bay trees mix with the willows.

Many riparian communties in the Marin county, ranch country (including these in SRP) have been seriously degraded by grazing and trampling of cattle. Locally, the typical trees in a healthy riparian corridor include: bigleaf maple(Acer macrophyllum), white alder(Alnus rhombifolia), and California sycamore(Platanus racemosa). A typical association of riparian plants is also not well developed here, in the Lower park, because the creek does not carry water in the dry summer months.

Redwood Grove

A second growth community of a dozen coast redwoods (Sequoia sempervirens) occur along the stream bank in the Lower park. These 60-80' tall trees cast deep shade across the picnic area, late in the day. The distribution of redwood forest communities depends on high summer humidity and deep alluvial soils, found in the stream valleys. The redwood understory in Lower park includes young valley oaks, California blackberry, and coyote bush. The ground cover is patchy; some redwood sorrel (Oxallis oregana), herbaceous annuals and grasses grow under the trees and shrubs. Typically, the understory comprises western huckleberry(Vaccinium ovatum), western azalea(Rhondodendron occidentale), woodrose(Rosa californica), and blackberry. The groundcover includes western sword fern, redwood violet (Viola sempervirens) and wild ginger(Asarum caudatum).

Baccharis/Poison Oak Brushland

Shrubland dominated by baccharis (Baccharis pilularis), also known as coyote bush, and poison oak occur on shallow disturbed soils and in the transition zones between woodland and the grassland. A diverse association of herbaceous broadleaf perennials, native perennial grasses are part of this plant community including: sticky monkeyflower, blackberry, yerba buena,(Satureja douglasii), bracken fern, and goldenrod (Solidago californica). The density of coverage varies from areas totally dominated by shrubs to areas of scattered shrubs among grassland or oak woodland. Baccharis is an important successional species that will invade distrubed soils (e.g. landslide areas, road cuts and bare ground) and grassland areas following the cessation of grazing (McBride)

Northern Coastal Scrub

A second type of brushland plant community in the Park is dominated by coastal sage (Artemisia californica), and sticky monkeyflower. Northern Coastal Scrub occurs on very shallow, rocky soils and south facing slopes of the Park. This one layer association of evergreen shrubs is typically 2–4' high and includes lesser amounts of: coyotebush, poison oak , california blackberry, and lupines(Lupinus spp.). The scrub community is generally a dense intertwining of almost impenetrable shrubs and sparse ground cover of grasses, herbaceous annuals and perrennials. This native plant community is highly adapted to wild fire and regenerates very quickly.

Grassland

Grasslands dominate the mosaic of plant communities in SRP covering the broad south facing slopes and ridge tops where soil is thin. Basically the grassland is an annual type dominated by European annual grasses with scattered but locally abundant native perennial and annual grass communities. While there are differences in which species are dominant in any one location these differences have not been used to separate grassland communities within the complex mosaic. The dominant annual grass is wild oat (Avena fatua) a European annual grass. Other common exotic annual grasses that co-dominate at specific sites include: soft chess (Bromus mollis), ripgut brome (Bromus rigidus), Italian rye grass (Lolium multiflorum). The native California perennial grasss associated with these annuals include: purple needle grass (Stipa pulchra), California brome (Bromus spp.), blue wild rye (Elymus glaucus), California melic (Melic californica). These native species were common to the perennial grasslands of California in the 19th century prior to the introduction of European annual grasses. In areas of extremely thin soil eroded soil, on south facing slopes, the primary grassland cover is red stem filaree (Erodium cicutarium). On scattered sites that are more moist, wildflowers, broadleaf herbaceous groundcovers and woody perennials are abundant, including: soap plant (Chlorogalum pomeridium), pacific iris (Iris douglassi), blackberry, yarrow, dwarf plantian (Plantago hookerian), pearly everlasting (Anaphalis margaritacea), lupine, mule ears(Wyethis angustifolia). (others)

Some grassland areas of the Park are dominated by the native purple needle grass. Particularly unique occurrences of needle grass are found in the serpentine grassland, high on the south facing slopes between the East and West branches of Sorich Ranch creek. Growing with the needle grass bunches are exotic annual grasses and a host of native perennial and annual flowering plants; plants that make this community a rich wildflower habitat.

Grasslands above the spring in the East creek drainage at the north side of the Park are distinguished from the other areas by the abundance of Harding grass (Phalaris tuberosa stenoptera), an introduced perennial forage grass. This grass species was introduced in the area by grazing cattle, which spread the seed from lowland pastures. Locally, the grass has developed into "wolf plants" 3-5' in hieght and 2-3' across, since the cessation of cattle grazing. They dominate over the less competitive native perennial grasses.

A wide variety of wildflowers (flowering herbaceous perennials and annuals) occur throughout the grasslands of the Park. Many of the species flower into early summer season, and soap plant among others flowers into late summer. However, this study and others(MCOSD,1991) corroborate claims of reduced wildflower populations, probably the result of heavy grazing by cattle.

Wet Meadows and Springs

Wet meadow vegetation exists in grassland areas located in the upper reaches of each creek drainage and below several isolated springs in the park. The vegetation occurs in areas that are wet year round and in some areas that dry out in late summer. The flora of the springs is not abundant or diverse, however, down slope, moist grasslands often support a wide variety of flowering perennials and annuals mentioned above. In areas of the seep and springs the primary ground covers are rushes (Juncus) and sedges (Carex). At the site of several seeps the native plant community is invade and displaced by exotic pampas grass (Cortaderia jubata): an ornamental fountain grass with large feathery plumes, that range in height from 2 to 10'. Other exotic perennial grasses include: bermuda grass(Cynodon dadctylon), and tall fescue(Fescue arundinacea).

These emergent wetlands and other stream bank vegetation are important because they control erosion, provide recreation and esthetic benefit; contribute to environmental values, including water quality; and support fish and wildlife. Historic grazing practices on the park lands have resulted in changes in the water table and runoff patterns, which both negatively impact the emergent wetlands and habitat. California has lost almost 90% of its wetlands as a result of these and other development impacts.

Eucalyptus Forest

A forest of blue gum eucalyptus (Eucalytus globulus) borders the northeast edge or the park. The forest is managed in part by the MCOSD. Originally planted, throughout California, for timber; the trees proved too brittle and have been used for firewood in some areas. These mature trees tower 100' above the grassland. The understory is limited to a

few species, including blackberry and poison oak, which can tolerate the volatile oils produced by the trees. (Eucalypts have shown some success at invading grassland plant communities) A few trees and saplings may actually occur on SRP lands, along the boundary. As a species the trees are highly flammable. This large forest area has burn in the past and was partially logged. Many of the remaining trees are resprouts and saplings.

Vegetation Changes

The patterns and composition of the vegetation mosaic are the result of complex interactions between plant succession, wildfire, erosion, climate , and human intervention. Plant succession is a natural process by which one vegetation community invades and eventually occupies an area previously occupied by another community. The process continues with one vegetation community following another into the site. At each stage, the vegetation will modify the microclimate and soil conditions around themselves; thus improving conditions for the suceeding plant community. Eventually a climax community of plants is established, one which is in equilibrium with the improved site conditions. In temperate climates the forest is the ultimate climax community, unless local conditions limit the growth of trees; in which case shrubs or grassland could be the climax community. While succession is a natural process of change, which includes periodic fires; human intervention has disrupted the process and induced change locally, through the suppression of wildfires and overgrazing of cattle on park lands.

Its uncertain what the mosaic of vegetation was like in this area when the Coast Miwok people roamed these hills. Records show that Native Americans, who populated the hills and woodlands of central Marin county, burned local areas when they weren't burned by natural wildfire (MMWD,1991).

Since the arrival of the Europeans in the 1800's the most significant changes in native vegetation occurred. Overgrazing of livestock caused erosion, disrupted natural creeks, and induced the invasion of native grasslands by exotic European annual grasses. The natural vegetation communities recovered, beginning in the 1950's, with the cessation of grazing and continued suppression of wild fires. However, the resulting plant communities are not the same as before European settlement.

The grassland communities we see today in Marin and across SRP have been drastically altered since the arrival of Europeans (Healy,1977). Formerly, California native grasslands were dominated by perennial bunch grasses interspersed with annuals. Today, grasslands are dominated largely by the introduced European annuals, which generally

tolerate livestock grazing better than the natives. The spread of other introduced weedy species was also greatly aided by grazing practices in the period from1850's to the1870's.

Aerial photography and snapshots taken of the park lands over the last 45 years, show that there have been some major changes in the vegetation mosiac since the cessation of grazing in the late 1950's. The most significant change has been the expansion of the brushland communities of baccharis and poison oak. As a result the boundary between forest and grassland has become obscurred. Another major changes is the loss of wet meadow habitat. Erosion and gullying of the creeks, probably the result of overgrazing, has made the wet meadows drier and less suitable for species that depend on soil moisture. The spread of non-native plants into these areas further reduces the soil moisture and access to the water for wildlife.

Field observations of the various plant communities in the Park indicate that significant changes in the pattern and composition of communities may continue, under current management practices (i.e. let nature take it's course). Most of the exposed south facing slopes support a grassland climax community. Both fire and grazing have influenced the succession of species in the grasslands. Fires have been common as indicated by historic records and the burned fence posts. Today the grasslands are dominated by the introduced annual grasses. The cessation of grazing will favor the return of native perennials on some sites, but generally the these annual grasslands will remain static. The invasive Harding grassland will expand (MCOSD,1991). Grassland communities overlie deeper soils, or are adjacent to oak woodland are succeeding to baccharis brushland, in the absence of fire or grazing.

Brushlands will continue to expand at the edge of the woodlands and into the grasslands. Baccharis brushland will also invade landslide areas in the grassland and on unstable banks of road cuts or streams. If fire does occur the brushland will regenerate by sprouting (McBride & Beatty,1986). These communities will succeed to oak woodland without disturbance of fire or landslide.

The oak woodland is a mature plant community. Periodic fires and grazing have stabilized the existing pattern and species. With time the oaks will regenerate and expand into the grassland (MCOSD,1991). However, with the cessation of grazing and suppression of wildfire, the woodland is being invaded by poison oak and baccharis. This mixed community of oak and brush is stable in the absence of fire and grazing (McBride & Beatty, 1986), but it is an extreme fire hazard.

The oak-bay forest community, occuring in the deep, steam-side soils, is also a climax community. Grazing has impacted this community locally, where little or no

understory exists due to the browsing and trampling of livestock. The mature trees will regenerate, but the understory may return only at the margins of the forest.

Weeds and Non-Native Plants

At many sites in the Park non-native plants and exotic weeds are out-competing and crowding-out the native plants. Native plants occur naturally and are well suited to the region and the specific conditions where they grow (see Native Plants Principles). The introduction of exotic plants to California began in the 1700's when the first European settlements were established. The degree to which these plants have effected the native vegetation has varied considerably. Once established they are often difficult or impossible to eradicate. Introduced grasses have changed the character of California grasslands and some species have significantly displaced local native plants (Shuford & Timossi, 1989).

When non-native plants become so well adapted to new environments, they successfully reproduce and become "naturalized". European grasses are naturalized in this area where they have survived for almost 200 years. Elimination of these species is vitrually impossible and may not be desirable given current conditions (MCOSD,1991).

A weed is a plant that grows, predominantly in areas distrubed by man, without being deliberately culitivated (Baker, 1974). Weeds can be natives or non-natives. Undesirable weeds or noxious weds are plants that have an invasive tendency and depress the growth and reproduction of other plants, usually those more desired by human culture.

The San Rafael Ridge Preserve Management Plan (MCOSD,1991) categorized local populations of undesirable weedy plants in terms of priority for control and invasiveness. The "weeds of concern", the more invasive plants that tend to dominate a whole vegetation community, which occur at SRP include: Purple Starthistle, French Broom, Sweet Fennel, and Pampas Grass. The populations of these plants at SRP should be irradicated.

"Successional weeds" are plants that have the potential to dominate an area if conditions are right. Control of these weeds is difficult and total irradication is not possible without "extra-ordinary methods". Successional weeds at SRP include: Harding Grass and Yellow Starthistle. These populations should be monitored and irradicated locally to control their spread.

Sensitive Ecological Areas

The plant communities of SRP are not especially unusual and most of the vegetation is relatively common in the region. Some of the most sensitive plant communities in the Park are located on small discontinuous outcrops of serpentine soils, situated on the south-facing ridge between the East and West Creeks. Serpentine soil is derived from rocks that are rich in magnesium and other minerals usually toxic to plants. However, serpentine soils in Marin county, and elsewhere in California, harbor a rich variety of unique, native plants found no where else in the world (Kruckeburg,1986). These natives are particularly well adapted to the serpentine soils. The most significant plant identified on these soils in SRPis the native annual jewel-flower (Streptanthus glandulasus var. secundus?). These particular plants maybe Tamalpais jewel flower (S.t. var. pulchellus) which is rare and listed by the California Native Plants Survey (1988). Very few exotic annuals can tolerate these soils and the areas become "refuges" for the less unique native grasses including purple needle grass, that can not successfully compete with the exotic European annuals in the richer soils (MCOSD,1991).

Other sensitive plant communities, requiring special management are the wet seeps, springs and riparian corridors in Lower Park. These areas should be managed to eliminate or control invasive exotic plants, stabilize erosion and reduce adverse impacts of recreational use.

Existing Lower Park Vegetation

The vegetation cover on the Lower park site includes a variety of historic ornamental plants and some recent tree plantings by the Parks Department and community volunteers. There are few places where the overall concept of the historic plantings can be deduced. Vegetable gardens, once located on the creek-side terrace, at the present picnic area, have long since dissappeared. Orchard trees and ornamental shrubs planted around dairy farm site, in Lower Park, have not been tended for years. However, the friuts of scattered plum-cherry and fig trees are still enjoyed by foraging birds, animals and curious park visitors. The only clear reminder of the historic plan are the privet and Japanese maple trees that line the driveway around Bigrock, which once lead up to the creamery. The preservation value of the existing trees and shrubs should be considered. Priority should

be given according to health, maturity , native species, fruiting species, visual enhancement and historic value.

Much of the Lower Park terrace area is currently barren of vegetation, except for annual grasses and weedy perennials that threaten to take over larger areas of the site. Recently, the Park Department mulched the area with chip bark and treated it with pre-emergent herbicide in order to control spread of weeds and in preparation for revegetation.

Three small revegetation projects were recently completed in the Lower park. In 1989, eighteen 10 gal., silk oak trees(Podicarpus gracilor) were planted at the top of the slope above the dump, in an attempt to screen the corporation yard from view of the Lower Park use areas. These Australian broadleaf evergreen trees froze in the cold winter of 1989 and were removed. Two dozen, 10 gal. liquidamber trees (Liquidamber styraciflua), donated by Marin Re-Leaf were planted as replacements, in the fall of 1992. Community volunteers and a local Cub Scout group assisted the Parks Department workers with replanting. In addition, the OSAC and Marin Re-Leaf organized the planting of approximately 50 valley oak and buckeye seeds in December 1990. Volunteers collected the acorns at SRP and from a site in Amador county by volutneers. Aproximately 2 dozen sprouts have emerged, since planting in the grassland above the terrace. These seedlings are maintained in deer-proof cages and require periodic summer water.

Wildlife

In natural communities, like SRP, plants and animals are interdependent and interact in complex ways. The grasslands, oak woodlands, and oak-bay forest provide habitat and food sources for a variety of animals. The park and adjoining county preserve encompass sufficient space to support species that require a variety of habitats, large ranges, and /or are sensitive to human presence. The management and alteration of the vegetation in the area, in any fashion, necessarily has an impact on the resident animal population. Historic use of the lands for grazing livestock significantly impacted vegetation and wildlife habitat. Considerable amounts of natural food were consummed by the grazing animals. Habitat was often destroyed by trampling and browsing. Grazing induced changes in water courses and erosion of stream bank habitats. Cessation of grazing has made much of the food and improved habitat available to wildlife again. The presence of year round water on the park land, at a number of springs (even in the 6th year of a regional drought) is critical to resident wildlife populations.

A large variety of mammals, birds, reptiles and insects were observed during site visits to the park, however no formal wildlife surveys were conducted. Published studies of wildlife use of the general area indicate that typical mammals residing in the park include: black-tailed deer, bobcat, skunk, racoon, gray fox, house mouse, deer mouse, harvest mouse, pocket gopher, Sonoma chipmunk, gray squirrel, jack rabbit, mole, opossum, Pacific shrew, and vagrant shrew. Studies of the adjacent county Preserve and other lands in the Mt. Tamalpais area indicate that these lands, including SRP, may be over-populated with deer, due to the cessation of hunting and the elimination of predators (MCOSD,1991).

Many bird species reside and forage in the park and adjoining Preserve, some are rare and listed as "protected" or "species of special concern" by the California Department of Fish and Game. The variety of birds observed included: Great horned owl, turkey vulture, red-tailed hawk, California quail, acorn woodpecker, western bluebird, red-winged blackbird, and bush titmouse.

A review of wildlife literature and a bird list provided by Jean Starkweather for nearby Sleepy Hollow Divide Preserve (MCOSD) indicate that the following "sensitive" bird species use the Preserve and in all likelihood use the park as well.

Black shouldered kite
Sharp shinned hawk
Golden eagle
Burrowing owl
Northern harrier
Purple martin
Osprey

The presence of free roaming domestic cats and dogs on the preserve have an impact on the resident population of animals. Roaming dogs will chase deer and disturb nesting ground birds. Owners should keep dogs under control while exercising them in the park and away from sensitive areas, particularly the springs. Hunting by domestic cats is probably a greater problem for small animals and birds.

Continuation of the current park management practices including fire suppression will have little significant effect on area wildlife. Changes in area vegetation are relatively slow and small, subsequent effects on the wildlife would be equally minor. A major fire would obviously affect many animals some would perish, some would be displaced, others would thrive on the new vegetation.

Fire Hazards

This portion of the Site Inventory is an assessment of existing fire hazard, based on the present vegetation distribution. Fire hazard at SRP was determined using the California Fire Hazard Severity Classification System, also known as CFHSCS (Helms, 1973): and a perimeter fire hazard rating scheme proposed for the adjacent MCOSD preserve. A fire Hazard Map of the Park indicates a mosaic of low to extreme fire hazards .

The most critical area as regards to fire hazard is the perimeter of the Park, where it borders residential development. This dangerous urban-wildland interface occurs throught many California communities. They are potentially the most critical fire-prone areas in the state, because of the danger of fire spreading from open space across the urban areas. The Oakland and Berkeley Hills fires of 1991 atests to the destructive power of fire in such a situation. Fire hazard is increases at this interface because there is an increase in the variety of flammable materials. The risk is greater since more and more people inhabit the interface zone; and people are the cause of most fires. The range of values to be protect at the interface include environmental, cultural, economic values and human life.

Fire History

Fire has always been a major component of the ecology of this land and the natural landscape of California. The most recent major fire to burn SRP lands was in 1976. Prior to human settlement, lightning-caused fires burned across the woodland and grassland of the Ross Valley. Later, Native Americans set fires in the shrublands in order: to disrupt the invasion of grassland by shrubs, promote young plant growth for grazing deer and antelope, and manage vegetation for their needs. These prescribed burns and the early natural fire tended to be frequent and relatively small blazes (MMWD,1991).

With the arrival of European settlers, intentional ground fires were set in the area by ranchers, in order to clear areas for grazing, especially following the Gold Rush era. This practice continued locally, up until the early 1920's. As the area became urbanized, around the turn of the century, prescribed burns became less frequent and wildfires were actively suppressed. Although natural fires have become less frequent since this time, they tend to cover larger areas since the era of total suppression of fires began.

A review of the local fire department reports, library and newspaper accounts, as well as interviews with townspeople and fire officials reveal a record of numerous fires at SRP. The last major fire burned the park lands in June, 1976. Locally, fires have ranged in size from a few square feet to 70 acres, which burned in the June '76 blaze. In that fire at

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faster than one on ground level, or one burning downhill (Radtke,1983). Residences and properties located uphill of open space or park lands are thus at much greater risk. Winds blowing up the canyons in the late afternoons, on warm sunny days further increase the danger in the upslope areas. Winds will also drive fire across slope. Residences located on a hillside with open space adjacent are thus also at risk (MCOSD,1991).

South facing slopes of SRP support drier fuels than north or east facing slopes, thus are locally more flammable. Slopes in excess of 40% are characterized as high fire hazards, due to access and fire dynamics. Therefore, in terms of topography, much of the SRP is classified as high fire hazard.

Certain aspects of a vegetation community contribute to potential fire hazard in an area. Each vegetation community in the Park has a different potential to burn during a wildfire. The fuel potential of a vegetation unit depends on type and size of the plants, their density, distribution, and proportion of live to dead plant material. The fuel characteristics of SRP show that there are significant fuel loads that can be expected to support a fast moving wildfire. In the fire hazard analysis the Park vegetation is divided into 4 types according to criteria adopted in the MCOSD fire management study (MCOSD, 1991).

1.Grassland. The grasslands in the Park are a mixture of perennial and annual grasses. Fire moves rapidly through grassland, particularly when there is a thatch of dead grass built-up. This fuel burns quickly; grassland fires can travel 160'/minute in a 10 mph wind. However,the intensity is limited to the traveling front of the fire as the fuel is quickly used up. Grasslands burned in a fire would not be advesely affected as long as the burn occurred after the seed had set for the year, in early summer.

2.Oak woodland. Generally, grassland fires that move into typical oak woodland burn slowly due to lack of fuel; trees are seldom damaged. The main concern in the oak woodland is the heavy undergrowth that haS developed in many locations in the Park. Since grazing ceased and active suppression of wildfires began, dense undergrowth of baccharis and poison oak have become established in the woodland. These shrubs provide intermediate size fuel, or kindling, between burning grasses on the ground and larger fuel in the canopy of trees. Once a fire reaches the crown of the trees it is much more difficult to control and embers carried aloft can start new fires. This "laddering" of fuels is similar to building a campfire with tinder, kindling and fuel, and is a very hazardous fuel situation. Hot wildfires in the oak woodland that reached the canopy would kill many of the larger trees.

3.Brushland. This fire hazard unit combines the baccharis/poison oak brushland and the northern coastal scrub vegetation units. The burshlands are the most hazardous native vegetation type (MCOSD,1991). In SRP the unit supports large volumes of dead woody material, through which a fire can travel fast and burn very hot. Shrubs are more difficult to ignite than grassland. However, they are invading grassland and woodland in a natural succession, and thus increasing the likelihood of a more intense fire once ignited, and providing a "ladder of fuel" into the woodland canopy. Most shrub species would resprout after a wildfire.

4.Oak-bay forest. This unit includes the bay forest and vegetation occurring along the streams in the Park (Riparian and Redwood grove). Existing fuel hazards in the bay forests are low and few changes are likely to occur in the next few decades. The dense canopy of bay trees in the oak-bay forest decrease the understory fuels. Relative humidity near the streams is greater, making the fuels less volatile. In addition, leaf litter beneath the bay trees is not particularly conducive to fire ignition (MCOSD,1991). This unit is the least fire-prone in the Park.

Fire Hazard Rating

The main fire hazard at SRP is the movement of wildfire from the open space across the Park perimeter and on to adjacent residential property. The assessment of fire hazard at the Park perimeter is therefore the focus of these ratings, recommendations are included in the Management Plan.

The perimeter fire hazard assessment shown on the accompanying map was determined following field observations of fuel type and slope conditions. It is based on the criteria proposed for perimeter fire hazard assessment on the adjacent MCOSD preserve (MCOSD,1991). The critical areas are, beginning with most critical:

1. The perimeter where residences are located upslope from grassland in the Park.
2. The perimeter where residences are located along the cross slope on the same hillside as adjacent Park grassland.
3. All other grassland adjacent to residences.
4. Wooded areas at the perimeter, located below residences.
5. Wooded areas at the perimeter, along the cross slope, on the same hillside as adjacent Park woodlands.

The fire hazard for the interior of the Park is classified according to CFHSCS developed for California wildlands (Helms, 1973) and adopted by the CDF and the USFS.

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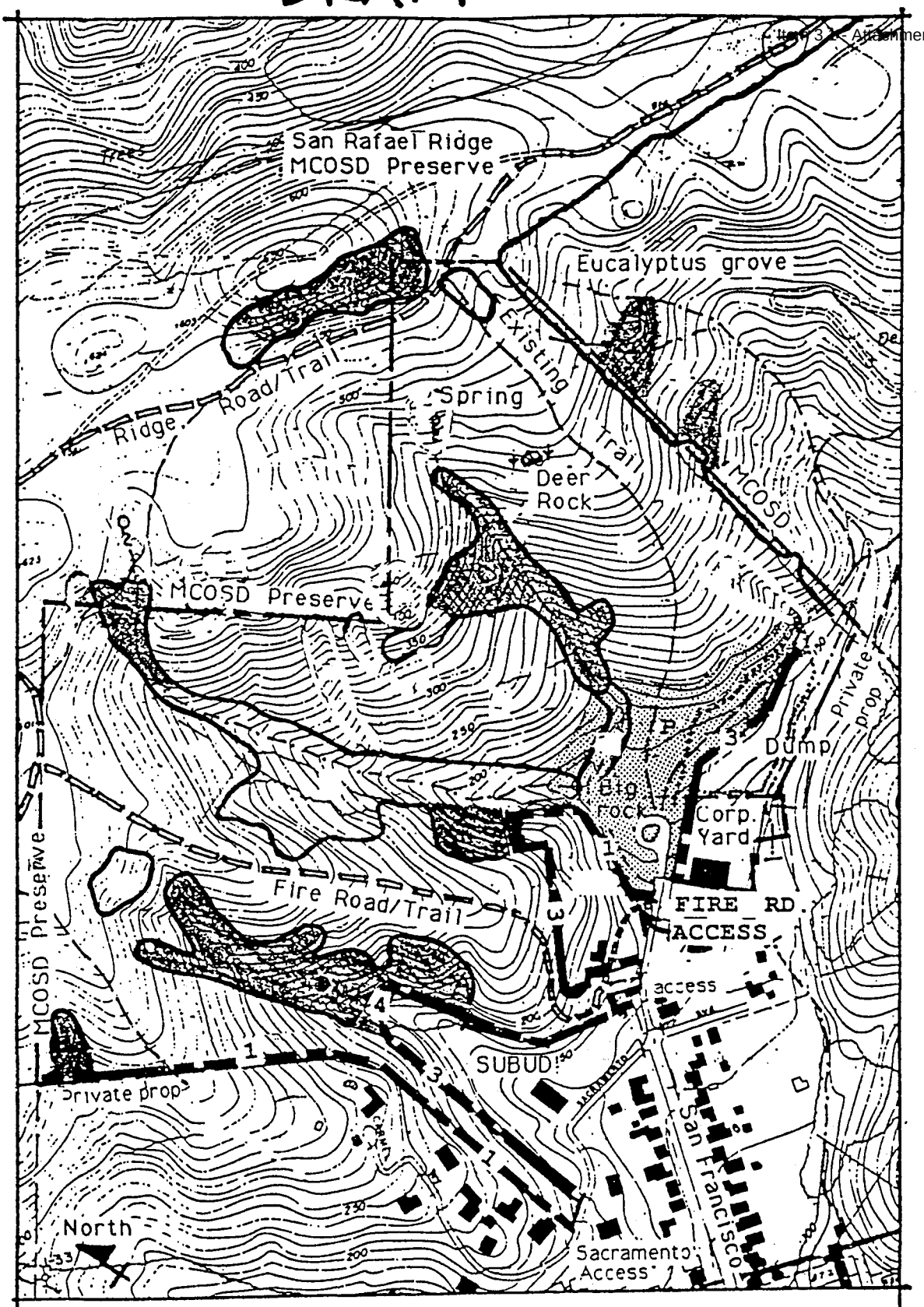

SORICH RANCH PARK
SITE ANALYSIS
Fire Hazard Map
PERIMETER FIRE HAZARD ZONES

1
2
3
4

Contour interval 10'
Scale

CFHSCS (Helm 1978)
EXTREME
HIGH

The scale was developed to provide local governments a practical system of classifying areas of varying fire hazard severity. It is used to place specific conditions under which use or developement can take place. The system is based on 3 factors: fuel loading (the quantity of flammable vegetation per unit of land area), fire weather, and slope. The SRP area is ranked high on the critical fire weather scale. In terms of topography most of the area lies on 40% slope or greater. Vegetation, or fuel loading is the critical variable; it varies from light(grassland) to heavy (woodland and brushland). According to the CFHSC scale, 75% of SRP land is moderate fire hazard, the rest is extreme to high hazard (see Fire Hazard Map).

A wildfire in the interior of the park would change the vegetation mosaic over the short term, but probably not create any major long term impacts (MCOSD,1991). In fact, the large grassland fire of June, 1976 doesn't appear to have drastically altered the vegetation mosaic, mapped from aerial photographs taken prior to the fire. Grasslands that burn in "cool fires" or prescribed burns would not be adversely effected as longs the seed had set in early summer. Such a grass fire could be benificial, removing thatch build up and stimulating spread of certain native perennials and wild flowers (MCOSD,1991). A prescribed burn in the oak woodland is not likely to adversely effect the mature trees. The fire would help reduce the build up of understory fuels and shrubs as well as reduce the likelihood of a hot, uncontrollable canopy fire which would kill mature trees.

After a major fire or controlled burn, immediate action should be taken to reduce the potential property damage and environmental ill-effects of winter rains on barren slopes and dangers of landsliding. Erosion on burned watershed lands may be 20 times as great as on the same vegetated area (Radtke, 1983).

Fire Protection and Access

The Ross Valley Fire Department is responsible for the fire protection of lands of SRP and the town of San Anselmo. The Marin County Fire Department provides protection for the un-incorporated areas of the county adjacent to the Park. The nearest fire hydrant connection, to Lower Park is located in the Corporation yard approximately 40' from the park entrance, 5' inside the cyclone fence line separating the Park and the Yard.

Fire equipment access to the Lower park is available at the main entrance on San Francisco Boulevard. Access to the Upper Park is available by way of an existing network of service roads located on county open space lands around SRP. A service road across the top of San Rafael Ridge, links the Upper Park to Tomahawk Drive in San Anselmo and Ridgewood Drive in San Rafael. Another service road (a.k.a. San Anselmo Trail) runs down from this ridge road, through Upper Park, terminating in the private driveway at

#500 San Francisco Blvd.. Access to the service road from below, over the private drive, is not ensured by any known agreement. An additional, unimproved dual track lies along the east boundary of the Park adjacent to the old Town dump site. This track begins in the Corporation yard, runs uphill along the eucalyptus forest and joins the major service road on the ridge.

Park Access, Ammenities and Trails

Existing Access and Ammenities

A variety of direct and indirect access points exist around the Park perimeter, although existing ammenities are very limited. The park is easy to get to from nearby neighborhoods, the town center, adjacent public lands and communities. Access is possible for walkers, bicyclists, equestrians and automobiles. Existing facilities in the Lower Park include: a picnic area, informal parking area, and park sign. The only developments in the Upper Park are a few user-made trails and two primitive service roads.

Main Entrance

The main entrance to the Park located at the end of San Francisco Boulevard, provides direct access for all park users and parking for a limited number of cars. The last 150 yds. of San Francisco Boulevard, outside the park, are maintained by the county, and ther is no sidewalk. Pedestrians must walk in the road on their approach to the Park. There is no sidewalk or path for pedestrians once inside the Park gate either. The entrance itself is rather inaspicious, framed by a stand of redwood trees on the left and the cyclone fence that surrounds the Corporation yard to the right.

A sign identifying the Park entrance is setback behind the redwood trees, but its only visible once inside the Park. This small painted wood sign depicts a primitive relief map of the Park. The map is a joy for small children from a nearby day care center, who visit the Park regularly. .

Behind the sign is a small picnic area in the shade of the redwood trees. The area includes 2 picnic tables and a litter barrel. Unfortunately , the otherwise pleasant picnic area faces onto the entry road and the workings of the Corporation yard, beyond the cyclone fence. No water is available at the Park.

An irregularly shaped, asphalt parking area lies at the end of the main access road, 300' inside the gate. The parking area surrounds "Bigrock", a huge outcrop of red chert, the size of a small house, rising 25" above the parking area, and crown with an elderberry tree. Bigrock is a landmark, and a focal point of nearly every child's visit to the Park. Unfortunately, asphalt comes right up to the edge of the rock creating an island of it. Much of the asphalt is in a bad state of repair. There is space for about 10 cars, although no more than 3 were observed parked here at one time. Parking spaces in the area are not marked.

Redwood bollards and a cable gate limit vehicular access to the terrace and Upper Park from the parking area. However, the barrier is not complete and still permits motorcycles or 4wd vehicles access to Upper Park and the county open space.

Unimproved Official Direct Access

Two unimproved sites of direct park access, from the surrounding neighborhoods, exist where narrow strips of public park land extends between residential lots out to Sacramento Avenue and San Francisco Boulevard. Neither site is used regularly to gain access no signs indicated that public access is permitted,and no clearly established trail is present at either location. In fact , several neighbors are unaware of public ownership of the strips of wildland.

Limited improvements at either of the sites would provide better access to portions of the Park for neighbors, visitors, firefighters and maintenance workers; and could alleviate trespass on private property in the case of the San Francisco Boulevard site. However, the narrowness of the sites and their adjacency to residential lots limits their appropriateness as sites for improved public access. In any case, potential off-road vehicle access at these sites must be restricted as they afford access to the park as well as County open space.

Official Indirect Access

Indirect access to the park along 3/4 of a mile of park perimeter from MCOSD lands on San Rafael Ridge is very popular. The Park-Preserve boundary is currently unmarked by fences or sign posts, it follows no particular natural features; but lies close to the popular ridge-top road/trail. This is an open boundary with respect to natural processes and wildlife movement. Logically, the MCOSD manages it as an open boundary with respect to recreational uses, the Town should do likewise.

Unofficial Indirect Access

Many park user find the indirect access to the park, across private lands of the SUBUD center, on Sacramento Avenue very convenient. From the SUBUD center parking lot, at the corner of Sacramento Avenue and San Franscisco Boulevard, two narrow, unimproved trails lead up a steep hill slope to join an unpaved, service road on park land, known here as the San Anselmo trail. The steep road, eventually leads up to the Ridge trail on the MCOSD preserve. The San Anselmo trail/road is popular with walkers and used occassionally by equestrians and riders of mountain bicycles. Downhill this trail/road joins a private driveway at # 500 San Francisco Blvd. The park boundary is not

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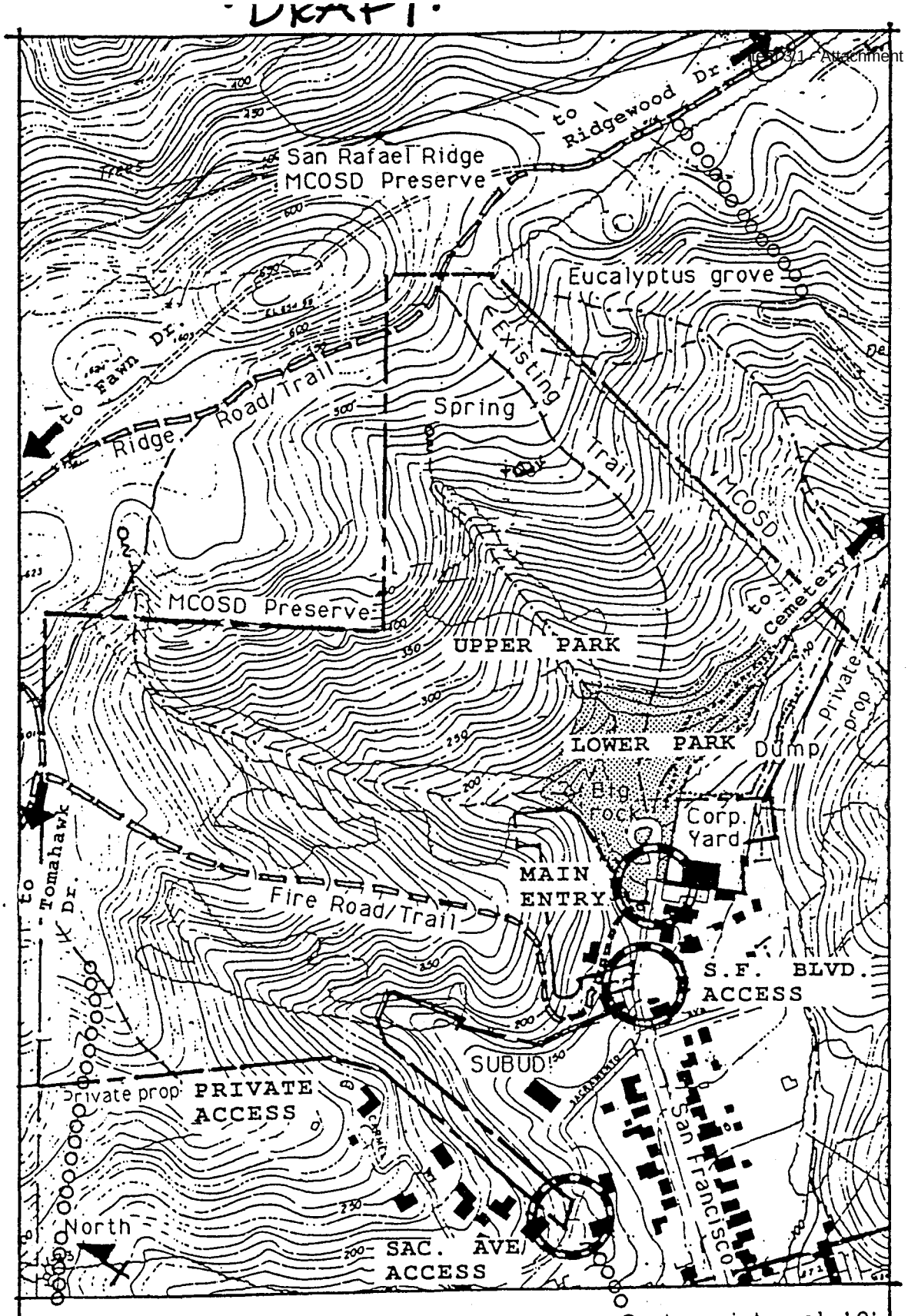

SORICH RANCH PARK
SITE ANALYSIS

Contour interval 10'
Scale 0' 250'

Park Units, Existing Trail and Access

Streets
Fire Roads
Trails
Access pts.
Proposed trails (GP)

posted along the road or at the informal access trails on SUBUD property. Visitors commonly trespass on private property in their effort to reach the street from the Park or vice versa. The official direct access from San Francisco Boulevard, mentioned above offers a legal alternative to trespass, but is not posted.

In the south east corner of the Park, indirect park access across the private, Mt. Tamalpais cemetery lands is also popular with park users. Trails leading to this point from the Sun Valley area of San Rafael and adjacent MCOSD lands are used by walkers, equestrians and cyclists.

Existing Trails

The existing network of trails in the Park is limited and informal. Pedestrian use of the trails is most common. However, equestrians ride throughout the Park and mountatin bike endthusiasts ride the dirt roads. Park trails include; 2 unmaintained dirt roads, a popular user-made trail, as well as several informal tracks developed by hikers and animals. The lack of maintained trails in the park has lead to the establishment of the user-made paths; these "desire lines " connect favorite destinations in the park. The small user-made trails are benign and don't impact the terrain or natural resources. However, the more popular trails are often routed over steep terrain, or near wet meadows, thereby resulting in erosion, loss of vegetation, and seasonally impassable routes.

Currently, no formal trails of paths exist within the Lower Park. From the park entrance, at San Francisco Boulevard, pedestrians walk up the main access road to reach the picnic area, parking and informal trailheads for routes to the Ridge trail.

The 3 main trails in the Upper Park are routed up over steep slopes across the grassland, toward the ridge, at the northern perimeter of the Park. These trails provide a loop from the Lower Park to the ridge and back.

Two of these trails coincide with narrow, unmaintained dirt roads. They are used by equestrians and bicyclists, year round. The most popular of the two, here referred to as the San Anselmo Trail, runs from the Ridge trail down the ridge above the SUBUD center, to Sacramento Avenue, and San Francisco Boulevard. The access from there to the street is problematic, as described above. On the lower portion of the San Anselmo trail/road areas of gullying and erosion exist. From the San Anselmo trail the southward views are distant and panoramic. However, the sun on the trail is often blazing hot, in summer; there is only a single shade tree along the trail to take refuge under, on this popular route.

The Boundary Trail coincides with a second unmaintained road; it lies along the eastern perimeter of the Park, adjacent to the eucalytus grove. This seldom used track

begins at the Ridge trail and runs steeply downhill crossing a wet seep area and continuing into the rear of the Corporation yard. The old road bed is also gullied in places. Along this trail, the smell of eucalytus is strong in the heat of a summer afternoon: early mornings are shady and Great-horned owls can be seen roosting in the snags at the edge of the grassland.

The most popular user-made trail in Upper Park, referred to here as the Deer Rock trail, is routed up the grassland slopes from the Lower park terrace to "Deer Rock" and beyond, where it joins the Ridge trail on the MCOSD Preserve. This steep, unmaintained single track trail offers no shade for those climbing toward the monolithic profile of Deer rock. The trail is severly eroded and impassable during wet weather, when rainfall runs in a gullly down the trail. However,the views are often as breathe-taking as the climb: and the wind is often strong, blowing waves across the grassland.

The Ridge trail, located on the adjacent MCOSD preserve is a series of generally well maintained service roads that run along the San Rafael Ridge above SRP. The trail is very popular with all users of the Park and the preserve; it links the 3 main trails across SRP in to a loop. Official access to the Ridge trail is provided at the west end of Ridgewood Drive, in San Rafael, and the north end of Tomahawk Drive, in San Anselmo. A portion of the road is currently routed across the northeast corner of SRP land. In this area serious erosion of the road has resulted from inadequate grading or road alignment. The road is officially maintained by the MCOSD or the Marin County Fire Dept.

Another popular trail on MCOSD land, referred to as the Sorich Ranch Trail, is routed through the eucalyptus forest east of the Park. The trail begins at the end of Ridgewood Dr. in San Rafael and is routed down a fire road toward the Mt. Tamalpais cemetery, from there it is proposed to continue as a single-track trail to the south east corner of SRP. The trail is officially maintained for dual use of pedestrians and equestrian. User-made trails in the area already connect to Sun Valley and the cemetery; and are used by mountain bike riders as well.

Park Management and Planning

This portion of the SRP inventory includes: a summary of the current park management framework, the roles of the advisory boards and community interest groups, and goals of the San Anselmo General Plan with respect to park and open space issues. Recent management efforts have been cooperative,and groups currently involved have resolved to support the completion of the Master Plan.

Associations, Committees and Departments

The town of San Anselmo is responsible for managing all 62 acres of park and open space at SRP. The Planning and Public Works Department, in cooperation with other Town departments and boards is responsible for administering, maintaining and operating parks and open space for the use and enjoyment of the public. The Park and Recreation Department sponsors sports, recreation, cultural and educational activities for the public and is responsible for maintenance of parks. Two Town committees, composed of citizens appointed by the Town Council, advise the Council on park and open space matters. The Town Police Department provides police protection and the Ross Valley Fire Department provides fire protection in the town and parks.

The Parks and Recreation Department has successfully developed a highly diversified program of recreational programs for residents. Four town parks and two open space preserves are managed by the Department. The Superintendent of Parks serves as technical advisor to the Town Council and the Town commissions on all park and open space management issues. Currently, mangement of the open space preserves is essentially passive, with a goal of leaving the sites as undeveloped recreational areas and visual ammenities.

The primary puprose of the San Anselmo Open Space Advisory Committee (SAOSAC) is to serve as an advocate for open space, and advise the Town Council on open space issues. It is a pro-active group, which was instrumental in developing the Open Space Element of the San Anselmo General Plan.

The main function of the San Anselmo Parks and Recreation Commission (SPRC) is to advise the Town Council on matters pertaining to planning of recreation activities and the development and management of town parks.

The Memorial Park Dog Owners Association (MPDOA) is a recently organized community group, active in local discussions of park and open space, as they pertain to use

of such public spaces for the exercise and enjoyment of dogs and dog owners. The organization of 90 dues paying members promotes responsible use of parks for dog walking. This responsible group polices the popular use of Memorial Park by dog owners and encourages owners to clean up dog litter in the park. San Anselmo currently has no leash law. Dogs are permitted to be exercised off leash, under the owners voice control within the Town limits, including all parks and open spaces.

General Plan

Three elements of the San Anselmo General Plan, adopted in 1989, relate directly to planning and management of SRP: Parks, Recreation, and Public Facilities element ; Open Space element; and Conservation element. The SRP Master Plan addresses the concerns established in these General Plan elements.

Parks and Recreation Element

The Parks and Recreation Element goal is to "provide recreation for the Town residents". The element also states that "the Town does not need to anticipate a significant increase in public park needs under the current population. However, there are a few deficiencies in current programs, which should be remedied by a public acquisition program." A deficiency in per capita acres of park and open space is specifically mentioned. The National Recreation Association minimum standard of 4 acres of usuable recreation space for each 1,000 residents would require 56 acres of playground and park in San Anselmo. A park, is defined in this Master Plan as it is in the General Plan, as public land, which contains public facilities for active and passive recreation for residents engaged in recreation activities. Currently, the Town has only 16 acres of "parks", if SRP is correctly classified as open space. Open space is defined here, as public land with access for nature study, hiking, etc.; to be left in its natural state, with no improvements more extensive than trails and firebreaks.

It is a goal of the Master Plan to overcome some of this deficiency by: providing opportunities for passive and informal recreation activities at SRP; and improving access to recreation opportunities in this open space, surrounding the Town.

Two additional recommendations of the Parks and Recreation element (PR) are adopted as objectives of the Master Plan.

-Resting places along the trails and street approaches to trails and parks should be part of the facilities provided in support of public non-auto use of open space.
-The present Corporation yard and municipal shop should be made visually compatible with the SRP setting by use of fencing, landscaping and the demolition of obsolete and visually distrubing buildings.

Community needs for swimming pool, tennis courts and additional playing fields outlined in the PR element are not capable of being met at SRP. Such facilities can not be made compatible with open space ammenities and neighborhood character of the area.

Open Space Element

Five key goals of the Open Space Element , which relate to the SRP planning project are listed below.

-Protect ridge lines, including the "Ridge Zone" and preserve the natural features of hillside lands.
-Protect highly visible hillside slopes and ridges from development, and maintain the visual presence of woodlands, riparian areas, and stream courses which are found on, or traverse identified open space lands.
-Provide recreational areas for town residents.
-Establish and maintain a trail system, providing residents with non-intrusive access to parks/open space from residential areas.
-Educate the community regarding open space issues.

Conservation Element

All seven goals of the Conservation Element and several policy listed guided the SRP planning process.

-Minimize environmental harm and disruption of natural features, particularly in hillside and unstable soil areas.
-Protect creeks from pollution and against unnecessary distrurbance of the natural contours and vegetation of the banks.
-Establish policies and guidelines for the protection of watersheds, necessary to minimize excessive water runoff.
-Preserve and protect significant habitats for fish, wildlife and plants.
-Preserve ridge tops and other locally important natural or man-made historic areas.
-Preserve historic important buildings.
-Protect scenic value of San Anselmo by reasonable regulation of signs and placement of utilities.

Other key guidelines of the Conservation element include:

-Streams shall be maintained in, or *restored* to their natural state. Removal of vegetation on the hillsides should be closely controlled in order to minimize erosion, siltation of watercourses and runoff.
-Water supply, flood control, waste water and solid waste disposal, soil conservation and open space preservation shall be coordinated to create the greatest possible public benefit and the least environmental damage.
-Visual qualities and view potential of both natural and human settings shall be an equal consideration with other factors in any project review.
-Town and county (MCOSD) intend to cooperate in preserving contiguous open space areas in the San Anselmo planning area and each agency should refer any development in its area to the other.

Recent Planning at SRP

Until recently, management of the Park has been essentially passive, with a goal of leaving the open space as an undeveloped, little used park and visual backdrop. However,for two years prior to the initiation of this project, the Open Space committee (SAOSAC) and the Parks Department worked together to improve the landscape and appearance of SRP. Several projects were undertaken with minimal funds and many hours of volunteer effort (see Vegetation inventory).

In 1989, a sketch plan and budget for improvements was completed by SAOSAC volunteers and submitted to the Town Council, in hopes of garnering some Proposition 70 grant monies for a SRP project. The plan included extensive planting of trees and shrubs, three picnic areas, trail improvements, screening the Corporation yard and an improved

parking area. The budget request totaled $39,930. Unfortunately, the Council did not fund the request. They felt that the limited monies available would have a higher per capita impact if used at Memorial Park. In spite of this defeat, efforts by SAOSAC volunteers continued and focused on tree planting and clean-up projects.

During this same period, the Park and Recreation Commission heard preliminary proposals to develope part of SRP as an alternative site for dog owners to exercise their dogs off leash. This was an effort to transfer some of the heavy impact of this controversial use of Memorial Park to SRP. Detailed proposals for this activity did not develope.

In light of the variety of uses and improvements proposed for SRP the two advisory committees and the Parks Department agreed that a comprehensive master plan was required for SRP. A proposal outlining the SRP Master Plan project was unanimously accepted at a joint meeting of the Committees in April, 1991. Representatives of the Memorial Park Dog Owners Assocition also supported the proposal and agreed to work with the Committees.

CHARACTER OF PARK USE

Introduction

Sorich Ranch Park is popular with neighbors and a some community residents. Most users perceive the Park as a valuable, natural open space and beautiful backdrop to the Town: although, it is unknown to many residents of San Anselmo. Those who do find the Park appealing are commonly children and parents with children or grandchildren. The most popular activities at the park relate to the park's intrinsic values and include hiking and walking. The user-made loop trail to the ridge top is popular with atheletic users. However, much of the Park is only accessible to the atheletic and adventuresome, due to the steep slopes and limited development of trails. Consequently, the popular use areas are the picnic area, parking lot, and Bigrock: all located in the Lower Park, near the main entrance, at the base of the hill.

This inventory of current park uses is based on direct observation of park users and their behavior traces; interviews with park users; and a park use questionnaire. The activities of park users were observed directly, at various times of the day, throughout the week, over the course of the year long study. The questionaire polled the views of park users and residents of San Anselmo (see Users Needs Analysis). The survey sample represented a cross section of adult residents. The views expressed in the survey were those of a variety of interest groups and individuals. a full discuccion of the qurestionnaire is included in the User Needs Analysis section of this report. The following observations and information indicate how people use the Park, currently and the degree of their satisfaction with its condition.

Park Users

Sorich Ranch Park is a family place. People who use the Park with their children make up 40% of park visitors, who responded to the questionnaire. Families with small children, 1-6 years of age are the largest group of park visitors. Older unaccompanied children play and explore in the Park on occassion.

Two age groups under represented at the Park are teens and elderly persons. When teens do visit the Park, they come in small groups, by car to park or just pass through- "cruising". Elderly persons were conspicuously absent, given that they represent a large proportion of Town residents. A lack of basic park ammenities, such as shaded seating, focal points, or a social environment, maybe the reason for their absence. Overall the number of male and female park visitors was about equal.

Non-users of the Park constitute 17% of the questionnaire respondents. These people don't frequent the Park, in large part, because they are unfamiliar with its location (56%) or they feel there is nothing for them to do (37%). The Park, "is not inviting enough", said one non-user.

Park Use

The appeal of the Park is more than seasonal, it gets year round use. A majority of those who know about it, use it frequently. It is used at least once a month by more than 57% of those who answered the questionniare. Twenty-one percent of the users visit once a week or more. Evenings are popular; and weekends and the cooler days of spring and fall are the most popular days.

Most people walk to the park (46%); bike riding is also popular (23%). One third of the park users, who answered the survey, say they drive to the park, currently. Although more than one or two cars are seldom seen park in the lot. The most popular access point is the main entrance at the end of San Francisco Blvd.. However, hikers commonly enter across private land at the SUBUD parking lot (see Access, Trails and Ammenities).

Activities

The most popular activities at the Park relate to the its intrinsic values,.which include natural aspects of the site and its relation to the adjacent neighborhood. Hiking or walking, alone or with friends, are the most popular activities (59%) with those surveyed. Observing the natural surroundings and taking in the views were both popular activities with 42% of the respondents. The lack of maintained trails in the Park has lead to the establishment of several popular user-made paths, which connect favorite destinations and focal points. These are fully described in the Trail and Access inventory. Commonly, walkers take a loop trail from the Park entrance up to the ridge top, along the Ridge Trail and down the /San Anselmo trail/roadroad to the SUBUD parking lot on Sacramento Avenue.

Runners constituted 10% of the users surveyed and they find the current steep route to the ridge top enjoyable. In the past the Open Space Committee's Annual Fun Run has been routed through the Park.

Dog walking is popular at SRP, 27% of survey respondents take their dogs there on occassion. Most dog walkers walk to the Park, but a number of people drive to the Park to exercise their dogs. Dogs are exercised, most frequently, in the Lower Park. The gravel surfaced, public works staging area is most popular, in part because it is relatively

free of thistles and foxtails. However, many people walk the trails with their dogs. Dogs are also exercised, just in side the park gate, as evidenced by the dog litter in the picnic area and at the parking lot perimeter. The social gathering of dog owners and their dogs is not as common as in Memorial Park. The rights of dog owners to walk their dogs in the Park has been maintained throughout the park planning process.

Children(7-12 yrs.) frequently play in the Park. The Bigrock is a focal point of games for many of these children. Nearly every child, observed entering or leaving the park, scrambled over the rock for a moment or longer. Children also play beside the creek, explore the woods, build forts in the deep shade and ride bikes over the open dirt slopes of Lower park.

Riding bikes to the park is popular with 23% of survey respondents. Mountain bike riders were not often *observed* on trails or roads in the Park. However, mountain bike riding is popular and permitted on the Ridge trail, above SRP on the MCOSD preserve. Occasionally, riders were observed descending the San Anselmo trail/road into SRP. This route takes riders down the dual track road and across the park boundary at the base of the hill, then onto a private driveway at #500 San Francisco Blvd.. Bike tracks are common on other SRP trails, indicating that the area does have some attraction for the mountain bike enthusiasts. The Sorich Park trail, in the southwest corner of the park, is popular with riders. However, they are not legally permitted on this trail, across MCOSD lands.

Horseback riding is a popular activity on adjacent MCOSD preserve and occassionally riders descend the San Anselmo trail/road into SRP, just as the mountain bike riders do. Equestrians also trespass across the private driveway, in order to continue their ride. Generally the area is popular with equestrians, because there are several horse stables on land adjoining the MCOSD preserve on the ridge. A small paddock is also located on private land that adjoins the northwest corner of SRP. The Sorich Park trail is popular with equestrians, also. Dual use of the trail by hikers and equestrians is promoted in the MCOSD management plan.

Questionnaire results indicate that people seldom go to SRP for picnics. However, now and then, small groups were observed picnicking or resting in the shade of the Lower park picnic area. The two, existing tables are the only seating available in the park.

Illicit Activities

A variety of behavior traces and some interviews indicated that "party go-ers", among others, make illicit use of the park. The gravel at the base of Bigrock is littered with broken glass and pop-tops and occasionally alcoholic beverage containers are scattered around the parking lot. Elsewhere in the Park litter is not a problem.

Apparently, the circle drive, around Bigrock, is a popular "car cruising" destination. Tire tracks and some deep ruts occur around the pavement in the area; and several of the trees along the drive have been struck by cars and heavily damaged.

Tire tracks across the upper Terrace area indicate that the barricade and ditch above the parking area are not adequate to deter automobile access in this area. Off-road vehicle access to the park and adjacent MCOSD lands is prohibited. Finally, pools of crank case oil and oil stained pavement in the parking area, indicate that the parking lot is also used illicitly as site for auto maintenance.

Site Analysis

The following section outlines the analysis of the site, gained from the preceeding inventory of the Character of the Park Environment and the Character of Park Use. Opportunities and constraints for management and design of the listed below. The analysis is the link between the Site Inventory, where resources and liablities were catalogued, and the Site Design or Management Plan, where form is given to the plans for the future of the Park. All plans for future management or site improvements at SRP should be the direct results of such an inventory and analysis of the site.

Opportunities

-improve fire access roads
-establish fire hydrant
-enhance wildlife habitats
-use well adapted native plants
-preserve panoramic views
-protect groundwater and springs
-preserve park history
-promote links to adjacent open space
-allow all reasonable uses
-improve recreational access
-provide alternatives for short commutes
-enhance links between communities
-pursue acquisition of open space
-continued demand for recreation.
-adhere to General Plan
-cooperate actively with MCOSD management
-promote more community participation
-improve safety
-use appropriate horticulture
-seek funding and volunteer assistance
-focus on intrinsic values
-establish priorites and phasing

Constraints

-fire hazard exist at park perimeter
-wildlife need springs
-free-roaming dogs and cats desrupt wilflife
-many exotic plants are invasive
-brushlands will expand due to succession
-corporation yard is obtrusive
-some existing uses conflict
-trespass occurs on private properyt
-multiple use of roads is permittted MCOSD
-erosion is prevelant
-SRP is unknown to many people
-bigrock play is unsafe
-conflicts between auots
-conflicts between autos and pedestrians.

-adjacent land uses are incompatible
-Town resources are limited at this time
-Park acreage per capita deficit
-illicit uses

USER NEEDS ANALYSIS AND GOALS

The process of identifying park user needs and setting goals for improvements at SRP was guided by the initial goals of the advisory committees, numerous interviews with community leaders and citizens outside the advisory committees, the San Anselmo General Plan, and the analysis of responses to a community wide questionnaire on park and recreation issues. This comprehensive, needs assessment process captured a wide range of views, put the issues in context, and focused the goal setting process. In a community of people with diverse values and interests, the widest range of views needs to be considered, by all involved in the community park planning process.

Needs Analysis

Initial Goals

The preliminary goals of the San Anselmo Open Space Advisory Committee were outlined at the beginning of the process.

-Enhance the "undeveloped" Park.
-Create a passive recreation Park through community participation.
-Park should meet some present and future recreation needs of San Anselmo.
-Open space character should be preserved.
-Development should be focused on the lower 4 acres.
-Environmental education and awareness should be promoted.

In addition,the Open Space Committee suggested the following specific improvements:

-picnic sites;
-drought tolerant, native plant materials;
-trails to connect to ridge trail;
-enhance/restore ecological areas, particularly the spring and creek;
-shade in lower park.

Parks and Recreation Commission and Staff expressed similar concerns and defined three additional issues.

-Provide for use of the park for dog walking and exercise
-Safety.
-Low budget and low maintenance improvements.

The officially acknowledge, deficiency of park and recreation acreage in San Anselmo was discussed on several occassions (see Park Management History). Expectations were that the Plan would address this issue as well.

Interviews-Context

Focused interviews with 25-30 people, including town leaders, staff and citizens, echoed many of the committees specific concerns about the Park, but also revealed a wider range of general issues. These general issues provide context for the specific concerns. Comments recorded below are condensed from numerous interviews. The interview outline and full range of responses are contained in the Appendix.

The following general comments about of town parks were shared by many people; and are common to several neighborhood parks in San Anselmo.

-"each town park is valued by the community for is intrinsic values".
-"park and recreation facilities in town are popular and impacted by heavy use"
-"the nature of improvements will be of greatest concern and greatest value to the neighbors of the park".
-"many parks lack ammenities for adult and elderly residents".

Most people recognized that Marin county has a lot to offer in terms of recreational opportunities. However, most alternatives require driving; and parking is said to often be a problem. In addition, several people said,"there aren't enough recreation sites for non-atheletic activities in San Anselmo parks". Some related concerns, regarding SRP, mentioned in the interviews included:

-I don't know much about the park it seems inaccessible and not to inviting to me.
-Much of the Park is open space and not a typical park, however both functions should be accommodated.
-SRP should not be allocated for any single, dominant use or user group.
-Impacts of the adjacent land uses on the park experience or vice versa are important issues.

Questionnaire

A questionnaire designed to assess the whole community's concerns, preferences and goals for improvements at SRP was run in the Ross Valley Reporter in October, 1991. The design of the questionnaire was guided by the summary of interviews, the initial goals expressed by the Open Space Committee and Parks and Recreation Commission, as well as park site research. A draft questionnaire was reviewed by both commissions and the Park and Recreation staff, in late September.

The editor of the Ross Valley Reporter (RVR), Cinda Becker, agreed to run the questionnaire "editorially", at no cost to the town. A copy of the questionnaire and the front page, lead article, which accompanied it are included in this report.

The response was good and included many thoughtful letters and some colorful drawings of the park. About 80 questionaires were returned, which is approximately a 1% response rate and typical of this type of newspaper survey. The tedious job of tallying responses, was undertaken by volunteers at the Open Space Committee, with the aid of a computer program. Questionnaire results are summarized in ranked percentage lists of responses (see Appendix). The content analysis of responses in terms of specific issues indicated patterns of park use and user preferences, which guided the overall community

goal-setting process. Survey results and the content analysis were published in the Ross Valley Ross and presented to workshop participants.

Respondents

The questionnaire polled the views of park users, nonusers and residents of various San Anselmo neighborhoods and not just those who live in the San Francisco Blvd. area, adjacent to the Sorich Ranch Park. The majority of respondents (83%) currently use the park or have used it in the recent past. A study of street addresses of respondents who live in San Anselmo indicated that 1/3 live in the San Francisco Blvd. neighborhood. The remaining 2/3 live in other neighborhoods throughout the town. A majority (54%) live closer than one mile to the park. Apparently, the park planning project is a concern to people who live throughout the community.

Non-users of the park constituted 17% of the survey respondents. These people don't frequent the park, in large part, because they are unfamiliar with its location (56%), or they feel there is nothing for them to do there (37%). The park "is not inviting enough", said one non-user.

The sample of people who answered the questionnaire represents a cross section of the ages of adult residents of San Anselmo. All age groups are represented including elderly (+65) and young adults (20-34). However, compared to the 1980 census figures (General Plan, source:ABAG) the sample group appears biased in favor of 35-55 year olds and against younger adults and elderly. More current demographic data (1990 census) ought to indicate a better fit in light of the national trend toward an aging population. Women constitute 55% of those who answered the survey.

The views of a variety of interest groups are recorded in the survey sample. Dog owners constitute 40% of the respondents, park neighbors 27%, bike riders 23%, senior citizens 18%, and non-users of the park 17%.

Content Analysis-Visions

When making community plans, like the Sorich Ranch Park plan it is often challenging to discover, a unifying theme, that capture the essence of what a community is trying to achieve. However, discovering such a vision or concept is important, for it will guide the design and management of the park. Questionnaire respondents considered, eleven concepts of the "future" of Sorich Ranch Park, derived from interviews of townspeople and site study, and they wrote in support for several other concepts. Most people shared the vision of *the park as a quiet open space of hills, woodlands and creeks; a*

place to see nature and take in the dramatic views of the town and the valley: a place where ones awareness of the natural environment is piqued.

More than 87% of respondents thought that the most appropriate of the 11 concepts proposed in the questionnaire for use of the place were: maintaining present open space character: the opportunity to take in views of town and Mt. Tamalpais: and emphasizing the park as a quiet place away from town. Of those who "ranked" these top three choices. open space character was the most important. The fourth most popular concept was "a park designed to promote visitor awareness of nature and environmental issues. so one can enjoy and respect the place more fully" (71% agreed it was appropriate) The fifth ranked concept was for a park plan that will promote volunteer programs to plan, build and maintain the park (64% agreed it was appropriate). There was also agreement among 64% of respondents, that the park improvements and programs should focus on introducing children to nature. Conceptually, the *type of activities* appropriate at SRP were a lesser concern (ranked 8th) but, clearly the allocation of space in the park for active recreation or large adults groups was unacceptable to more than half of respondents (51%). The visions of the Committees and those of others wrote in comments were generally compatible with the concepts supported in the poll. Minority views recorded in the questionnaire are included the survey results .

Content Analysis-Issues

A second challenge in the community planning is to agree on detailed policies that will enable visions to be realized in the near future. Analysis of opinions from the interviews and the questionnaire, regarding the appropriateness of specific policies and activities contributed to understanding user preferences and establishing detatailed policies. The detailed policies are discussed below in terms of 10 important issues. The conceptual statements and visions favored by respondents were supported in large part by the policies and activities approved in the questionnaire. Inconsistencies were resolved in discussions. other minority views are recorded in the Appendix.

How Much Change?

The majority of respondents (60%) felt that improvements should be implemented at SRP; and park improvements should be more than just a clean-up (49%y). Opinion indicated that new trails should be added and existing ones repaired (44%y, 36%n). Generally improvements should be focused on the lower park (63%y) as recommended initially by the committee. Park improvements should focus on the natural, intrinsic values of the park site and on use by individuals or small groups. Appropriate activities selected from the lists by respondents included: wildlife habitat (87%), hiking trails (86%), wild places to explore (82%), nature study (68%), self-guided nature trail (69%), vista points along trails (72%), native plants display garden (68%). Improvements suggested that may imply some large scale changes, imposition of structures in the Park, or use by large groups were usually not approved.

Access and Awareness

A majority felt that access and awareness of the Park should be promoted. The Park is unknown to many residents including 10% of those who answered the questionnaire. However, there is some concern that wide publicity of the park will adversly impact the neighborhood and the Park. A "captivating entrance" is not what people have in mind (60%n). Questionnaire results indicate that, the public/private boundaries of the park should be clarified (62%y) and signs at the entry and boundaries should be informative (67%y). Trails should be linked to the County trails on the ridge (82%) and to other parks in town with a walking guide (50%). In general, most people advocated for good pedestrian access (71%).

Overwhelming support was expressed in the interviews and questionnaire(71%) for making the Park inviting and accessible to seniors. Support for specific features that may improve appeal and access for them included: an easy trail to the ridge (79%), a short, flat loop walk (62%), a place to meet freinds and relax (65%), trail-side benches (58%) and a shaded seating area (76%).

Opinions indicated, access for families and children should also be promoted (59%). Specific, features suggested as appropriate, by respondents included: water fountain (69%), a toilet (64%), shaded seating, and flat loop walks.

More problematic issues, on which opinion was split included: a family picnic area (49%y, 36%n, 15%nc), play structure (36%y, 44%n, 21%), limited summer day camp use (37%y, 40%n, 23%nc), and outdoor classroom (42%y, 33%n, 24%nc). These activities

or features need to be clearly defined in site specific terms. They should be low impact and "sit lightly on the land", in words of one towns person.

Finally, there was only minority support for specific activities that would appeal to large groups pursuing active sports and educational endeavors including: volleyball, small stage, ceremonial grove, community gardens, or par-course. This reaction may be due, in part, to the perceived scale and tone of such features, as well as the impact of large popular appeal of the Park on the neighborhoods.

Educational Activities

Conceptually, there was strong support for promoting visitor awareness of nature and environmental issues (71%); and introducing children to nature (64%). Relevant policies that were approved included: providing informative signs (67%), nature study (68%), nature trails (68%), history walk (54%) and native plants garden (65%).

Passive or Active Recreation

Passive recreation activities for individuals or small groups, that draw on the intrinsic values of this park are more popular with respondents (57%y), than active recreational uses (28%y) which might require special facilities, attract large groups or could currently be pursued at another town park. Strong support was voiced for most of the passive recreational uses listed, except for the stage area and ceremonial grove, these included: short loop walks, places to relax, shaded seating, sunbathing, and all the educational activities listed above. More active recreational uses that were supported included various uses of the trail system. A majority disapproved of volleyball and a par-course. Enthusiasm for a childrens play structure or a tot lot was mixed. Several people remarked "don't make another Memorial Park, please". Interviewees expressed concern that their are insufficient sites nearby for non-atheletic activities.

Trails And Multiple Uses

Accessible hiking trails and places left to explore are two of the top rated policies approved in the questionniare. Trails to the ridge top (79%); a short, flat loop walk in the Lower Park(62%); shaded seating (76%); and vista points along the trails (72%) are appealing to a majority of those polled in the questionnaire. Multiple use of a trail system in a compatible, and nonconsumptive fashion should be promoted. Respondents to the questionnaire, representing several park user groups feel that in concept, trail use for running(64%) and horseback riding(49%) are appropriate. Opinions, regarding the use of the trails for mountain bike riding, are split(46%y, 41%n, 13%nc). Currently 23% of the

user of SRP ride bikes to the Park. on occasion. Policies for management of a trail system for multiple use must be established and enforced. The Park is a resource for a community of ages and interests and should not be approriated for any single use.

Parking

Although one third of the people polled drive to the Park on occassion there are seldom more than 2-3 cars parked in the present parking area. Parking in itself is not a problem at SRP. A majority stated that limited parking, for fifteen cars is appropriate (67%) and occassional overflow parking in the neighborhood is reasonable (47%y, 32%n, 21%nc). If parking demand increases. more of the natural park site should not be paved (54%y).

Dogs Walking

A consensus on some policies pertaining to dog walking at Sorich Ranch Park was reached in the questionnaire, but on other related questions opinions were evenly divided. Forty percent of the survey respondents own dogs, but only 10% of those. exercise their dogs *regularly* at SRP. However, in the questionnaire, 27% of the current users of the park mentioned that they do *occassionally* walk their dogs at SRP.

Policy statements in the questionnaire, pertaining to dog walking, distinguished between the Upper Park (the hill side area adjoining the County Open space and popular for hiking etc.); and the Lower Park (the flatter more accessible area at the park entry). Survey respondents agreed (55%y, 29%n), that in the Lower Park. dogs should be allowed off-leash. under control of the owner, and the owner must remove any feces. A suggestion to allow dogs off-leash in the lower park. but only within a designated landscaped area for dogs, was rejected mildly (36%y, 44%n, 21%nc). Opinion on the appropriateness of "a separate dog exercise area" was evenly split (41%y, 41%n, 18%nc). In intrerviews. most responsible dog owners say, they simply want a safe place to exercise their dogs and socialize with other owners. The problematic results and the popular concern for this issue indicate a need for agreement on a clearer statement of policy and site specific descriptions of alternative solutions.

On the issue of current use of Memorial Park for exercising dogs. opinions were split as to "whether or not it is a problem", with a sizable number of people not expressing an opinion (33%y, 38%n, 28%nc). Although, a majority (54%) agreed that dog use should not be shifted from Memorial Park to Sorich Park. If there is a problem it should be dealt with in the Park not exported. In general the dog use issue is important but it should not overwhelm the discussion of other equally important issues.

Habitat Restoration and Management

Habitat protection and enhancement is an important issues in the Upper Park area. Similar undeveloped. wooded south-facing slopes are uncommon locally. Overwhelming support was expressed for policies which promote restoration and management of natural resources and habitats in the Park. Currently. the most popular activities for the respondents are observing and exploring nature. and taking in the views. Related policies that were approved include: restore creeks and springs (92%), repair erosion gullies (62%). enhance habitat for native plants and animals (83%).

Park Management and Materials

Concerns about drought and fire hazard were expressed by many residents, who responded to the questionnaire. The use of drought tolerant and native plant materials was advocated by 90% of those polled. Many people addressed this issue with individual comments and suggestions for specific materials. The elimination of poison oak was a common concern of park users.

Fire hazard management is another important concern for all residents and land managers in the Ross Valley and adjacent communities. A majority of questionnaire respondents (51%) agreed that controlled burning of the grassland, in order to minimize fire hazard, would be reasonable.

Adjacent Land Uses

The management and visual impacts of the adjacent public works staging area, corporation yard and dump were concerns of a majority of residents and park users. In the opinion of 77% of the respondents the Corporation yard and dump should both be visually screened from the park: and 87% supported cleaning up the dump and addressing safety issues surrounding it. Opinion was split over the suggestion that "the dump be eliminated" (42% y. 26%n, 32%nc). Users also expressed concern over the "debris day activity" and 45% declared it should be redesigned.

Community Goals and Appropriate Activities

Process

The final "community goals" were developed from content analysis of the numerous interviews, the questionnaire results, as well as the field study of the park site and its current use. At public workshops, members of the advisory committees participated in translating the analysis of issues into specific goals and policies. Approximately 40 townspeople and representatives of several interest groups (CNPS, MPDOA, Drake H.S.) participated in the the goal setting sessions. In addition, over 100 people contributed to the goals process through the questionnaire and interviews.

All of the policies that receive overwhelming support in the interviews and questionnaire were included in the draft goals. Those that elicited predominantly negative responses were ommitted. In several instances, opinions were divided or inconclusive. In these situations, alternative statements were presented in the draft goals for affirmation by workshop participants. At each workshop participants took the opportuniity to edit the workbook of draft goals, craft additional policies, and prioritize statements. These goals reflect the agreements reached by the project participants; and by virtue of the process, represent the best assessment of the goals of the community. The final goals are consistent

with the intent of the General Plan and the goals of the SAOSAC and SAPRC for Sorich Ranch Park. The basic "community goals" are as listed below. A complete statement of "community goals ,objectives and policies" is included in the Appendix.

GOAL 1. Protect the intrinsic values of Sorich Ranch Park-a quiet, neighborhood park and open space that invites passive recreation, exploration and relaxation.

GOAL 2. Maintain and enhance open space character of Sorich Ranch Park

GOAL 3 Park area; Upper Park improvements should be limited to minimal trail developments and restoration of habitats and natural systems.

GOAL 4. Meet some of the park and recreation needs of townspeople while ensuring non-consumptive use of natural resources at Sorich Ranch Park.

GOAL 5. Promote visitor awareness of nature and environmental issues so they can enjoy and protect the Park more readily.

GOAL 6. Make Sorich Ranch Park safe and inviting for the park users and nearby residents.

GOAL 7. Promote voluntary community participation in the Sorich Ranch Park project.

Performance Standards

Activities that happen in the park have certain space requirements. Performance standards define the activity settings in terms of users needs and space requirements. Some of the specific activities and experiences that should be encouraged and accomodated at SRP are listed below. These activities were deemed appropriate for SRP by respondents to the "community" questionnaire. Descriptions of "site specific" performance standards help in designing of places and evaluating portions of a design, later in the public process. The process used to develope performance standards and activity settings is illustrated using several activities, selected from the list of appropriate activities (see Appendix). This process was modified from work by Randolph Hester, outlined in his book, "Neighborhood Spaces with People", published in 1984. Hester developed a checklist of social factors that influence social behavior. The success of a park design is perceived by the user in terms of how these factors are satisfied. The process is an alternative to general design guidelines, which don't necessarily relate to particular environmental situations or particular users.

Appropriate Activities to be Encouraged at SRP

sitting and watching nature or views
sitting and watching people*
sitting and talking with a friend or friends
sitting in the shade, or sunshine
sitting beside the trails
meeting friends and neighbors

playing frisbee
rolling in the grass
playing at BigRock
playing in the creek
climbing trees

picnicing
enjoying the park with a small group

finding out about nature
taking in views and nature*
introducing children to nature
learning about native plants
learning about fire hazard
finding out about Park and Open Space events
appreciating local ranch history

walking liesurely
running or jogging
hiking to the ridge "easily"
walking from SRP to other parks
walking in from the neighborhood*

walking a dog off-leash*
getting a dog a drink
scooping dog litter
running a dog on the trails

riding mountain bikes
riding horses
parking cars and bikes
day camping in summer

using toilet
getting a drink
recycling litter
recycling yard debris
recognizing park entrances and boundaries
contacting authorities about misuse of park
participating in future planning
volunteering for park activities

Performance Standards and Activity Settings

In the course of exploring design alternatives, site specific performance standards for numerous activities, deemed appropriate at SRP, were described as indicated below.

Those included: playing on BigRock, riding mountain bikes, driving to SRP and parking, sitting and talking to friends, non-atheltic walking at SRP, appreciating vistas and nature etc. Several other examples of the products of the process are included in the Appendix.

Activity:
Sitting alone and watching people

Performance Standards:
1. People one wants to do activity with or without?

-how many? 3 or more people

-who? adults watch children;
elderly watch everyone;
teens watch teens

-distances? social distances(+3')
maintain privacy

-compatible w/ picnicing
walking
dog walking
non-auto traffic

-conflicts w/ active sports
large group activities
racing dogs

2. Setting for activity?

-medium large
-near activities, entrances
-flat or sloped
-partially enclosed or open
-convenient

3. Comfort factors?

-seating
-microclimate
-time of day
-degree of enclosure (prospect/refuge)
-safe location
-convenience

Activity Settings: DRAWINGS

72

DESIGN AND PLANNING PRINCIPLES

The design program is guided .in part, by the following principles and design criteria. They are relevant, not only to the development of the design, but fruitful enjoyment and successful management of the Park.

Community Participation in the Planning Process

Widespread concern about the environment and community development matters poses some real challenges and opportunities for communities, planners and landscape architects. As the public becomes more informed and sophisticated in these matters, planners and designers must face the challenge of how to better comprehend and respond to the public's concerns. A lot of time and effort is often spent working out technical plans, which never get beyond the drawing board, because public support for them is lacking. Often the lack of support originates in the initial difference in point of view between planners and public. Improved communication and participation have become highly sought objectives of planning processes.

Active community participation in the process is most important to the success of a park design project is. A plan that recognizes the needs and pleasures of the community, will be well used and successful. Benefits of community participation in park planning can include:

-neighbors contribute thoughts on the issues.

-designer benefits from flow of ideas and compromises.

-neighborhood grows more cohesive, with sense of pride and awareness.

-community stewardship of the plan will ensue and a sense of "owning" the project may follow.

This project is dedicated to designing and implimenting a community participation process which offers promise of improving the interchange of ideas between the planners, the designer and the public; regarding goals, solutions and program concepts, which are sensitive to environmental factors of the site. The public should be an educated participant; the process and final design should be educative of the environment itself. Successful public design projects rely on public participation and interest in the design process, for it is

that interest which stimulates the designer to achieve works of significance. (Hershey, 1988)

Environmental Awareness

Landscape site design is one of the major forces affecting our natural environment: and its one of the most important, because it is concerned with environmental education-acheiving and preserving quality in the environment. However, for this to happen there must be widespread public demand a for quality designed environment; which can only come from an environmentally aware public. Citizens educated about environmental issues make better chioces. Such citizens require places designed to human scale, for human safety, recreation and relaxation; and places designed for experience of community values. If these places are educative, that is designed for learning about the environment, then the goal of this circular process can be realized. An environmentally aware public will be better able to ask for better environmental design.

Public park planning project, like this one, can be environmental education experiences, in themselves, in that they are aimed at producing local citizens who are: knowledgable about the local environment and its associated problems; aware and skilled in how to become involved in helping to solve these problems; and motivated to work toward their solution (Stapp et.al.). These aims for improved environmental awareness and education can to be accomplished through: community participation in the planning and design process; experience of the park site design, once implimented; and design of educative planning documents.

The SRP project is designed specifically to involve citizens in the planning, design and implimentation of the Park plan. Through this process, current and future project participants, planners, stewards, and students of the Park have had and will continue to have the opportunity to gain knowledge, skill and experience solving the local environmental problems.

Elements of the SRP site design provide environmental information and experiences; thereby creating the potential for learning. Information can be conveyed through:

-signs, symbols, and subtle clues (preferred over text),

-objects, materials and activities which are associated with an environmental process at the park site (trails alignment, native plants, soils, rock walls, creek access, etc.),

-directly revealing the natural objects or process through interpreted experiences.(outdoor classroom, field trips)

The SRP master plan document is, itself, designed to inform residents, park users, planners and other interested persons about SRP. The Site Inventory, in particular, has complimentary informative aims. First, it provides information that will be useful to the community and its planners, in defining the future management options at SRP. Second, it serves as a brief guide to the natural history, environmental process and issues expressed in the Park landscape. A guide that visitors, students and teachers can use to increase their appreciation and understanding of the Park.

As threats to our environment grow in number and complexity the need to educate children, as well as adults about environmental concepts takes on increasing importance. Their generation must better understand the earth and how to care for the natural resources. Historically, in America, learning was supposed to take place indoors and outdoor environments were for play. However, a growing body of experts advocate for updating educational methods and breaking down walls between indoor and outdoor learning environments. The SRP Plan strives to promote active outdoor learning, and foster increased environmental awareness through use of natural materials; as well as design and interpretation of objects, places, and experiences that have high learning value.

Cultural Landscape Preservation

Landscape is never fixed, it is always changing with time; yet the acknowledgement of historic landscape use often enhances the experience of sense of place. The few historic landscape elements at SRP worthy of note and preservation date back to the history of the area as a dairy farm. These elements include: the hay barn (part of the existing Corporation

yard), rare *insitu* fragments of the foundations of the creamery and farm outbuildings, fence lines and fence posts, and the tree lined driveway to the dairy.

There are several approaches to landscape preservation. The approach taken here focuses on interpretation of an historic landscape form, with the integration of new uses and contemporary conditions. It involves research of the original design, so that new design can reinforce historic integrity, while integrating a contemporary program. A variety of interpretive treatments appropriate for implementation at SRP include:

-"polite description"; create a rapport between what is existing and what has been added. Paint murals of dairy or ranch themes on Corporation yard barn. Outline the old creamery foundation with the planting design elements site.
-visual screens; reduce intrusion of non-contextual elements. Screen out visual impact of adjacent land uses with natural materials (e.g. board fences or vegetation).
-adaptive use; new uses of historic elements which conform to the historic context. Old doorway foundations of the creamery adapted as transition area from parking into Bigrock area and from Bigrock area into Upper Park and terrace.

Environmental Restoration

Our new found awareness off the ecological decline of the Bay Area's forests, grasslands, creeks, and wetlands can be translated into action to repair ecological damage through environmental restoration projects and careful management of existing natural resouces. A long history of ecological abuse has impacted the SRP lands. Current environmental conditions in the Park have potentially significant local impacts and equally significant regional impacts as distant as Bay Area salt marshes.

An increasing number of people are coming to the conclusion that even global environmental problems require some sort of personnal and local community committment. Many are advocating "hands on" approaches to environmental restoration and any effort to integrate an awareness of ecology into day to day life. Environmental restoration projects can provide people with an increased understanding of ecology and an opportunity to do something positive for the environment, as well as work along side members of the community-thus facilitating community growth (RTE).

There are a number of specific projects and environmental problems at SRP. "Hands on" solutions, involving volunteer would be appropriate in many instances. particulary those indicated below "V". The projects are listed in order of most immediate need of attention.

1. Regrade and revegetate t errace with drought tolerant plants (V).
2. Regrade service road.
3. Irradicate and control of invasive exotic plants (V).
4. Stabilize and revegetate stream bank in Lower Park (V).
5. Regrade parking lot.
6. Realign and revegetate Deer rock trail (V).
7. Stabilize and revegetate dump slope.
8. Revegetate Deer rock springs (V).
9. Revegetate and maintain oaks in Lower Park grassland (V).

Regional Native Plants

Native plants, by definition occur naturally; and are admirably well suited to the region and specific site conditions where they grow. Plants that have been introduced from outside California are often referred to as exotic. These non-native, exotic plants often require special care in order to fluorish. Some non-native plants do fluorish in the Bay Area without special care; these plants have become naturalized. They are adapted to the dry summers and short rainy winter of the local, Mediterannean type climate. However, naturalized plants are vulnerable to local diseases, extreme cold, and drought. They are also capable of "out competing" native plants and displacing then from their natural habitats. With the loss of native plants, native birds and mammals.

Contrary to popular belief a landscape of California native plants need not be dull, dry, and dusty even in mid-summer. Thoughtful selection of native plants from this region of the California coastal foothills can offer year round beauty and interest with lush foliage, showy flowers and fruit. The esthetic value of native plants give this region much of its distinctive beauty and attraction. Native plants reinforce the 'sense of place" and local character of the landscape.

The various sizes and divesity of native flora can be used to satisfy the functional requirements of park or garden landscapes including: windbreaks, shade, erosion control, visual screens, wildlife cover and forage.

Dependence on natives introduces less risk into management of park and garden vegetation. Native plants are well adapted to local climate, soils, drought conditions and fire. Once established, natives will flourish with much less maintanence and require minimum water; useful attributes for park departments with limited resources. However, all plants need some water, young plants need more in the first 1-3 years, in order to get established. Some native plants that grow naturally along streams and moist areas need a great deal of water. The use of native plants or "appropriate horticulture" must be based on careful study of local environmental factors and plant requirements.

The application of a purist concept of native plant horticulture, whereby only native plants, historically known to have grown on this site are used, is not the intent of this project. However, the propogation of oak seedlings from acorns collected on the site by SAOSAC volunteers in 1989, has already seen success. Such activities should be encouraged with other species in the park.

The native plant palette suggested is representative of native plants adapted to this site and the inland valleys of the Coastal California and Marin county. Selective planting of native flora from other regions of the state, in the Lower park, is appropriate for accent, public education or historic focus. The educational intent of this project merits an attempt to demonstrate the esthetic and functional attributes of the native, drought tolerant species available in the area. A park also offers the opportunity to test species for their maintenance requirements and general durability. The limited historical focus of the park also suggests that certain Mediterranean plants symbolic of the California ranch landscape may help carry off the theme and reinforce the history of agricultural land use around San Anselmo.

The growth habits of these all wild native plants may frustrate the sense of a well manicured landscape that urban residents and maintenance workers often aspire to. Special attention to generous spacing and careful selection, will help ease the temptation to prune and hedge, in a manner which would radically alter the original intent of the native planting design.

Substitutes for turf grass are difficult to find; it also remains the largest water consumer. Still, there are grasses and native mixes that are more water conserving than others as well as lawn substitutes.

Some Park Design Criteria

Play

Parks provide opportunity for play which is inherently valuable. Provide "wild places" without programmed activities or formal restriction on use, to enhance sense of freedom, encourage creative play and foster environmental awareness.

Environmental Education

Enhance educational qualities of the Parks. Sorich Ranch Park has several characteristics with high environmental value: ranch history, urban wilderness, and accessibility to local schools and neighborhoods. The project provides an opportunity to developed design ideas which highlight the Park's environmental education potential for children and adults.

Existing Features

Incorporate valued qualities of the existing site. Existing valued qualities of the park reflect idiosyncratic values of its current users and are not always easily understood by planners. Factors that should be incorporated include: Bigrock, and a "steep direct route" to the ridge for runners and atheletic walkers.

Current Uses

Reflect current use characteristics in the park design. Attention should be paid to uses and abuses of the park.

Neighborhood Park

Neighborhood parks are desirable because they improve the overall neighborhood image. If the park has the qualities of fitting into the neighborhood, its residents may feel drawn to paticiate in the stewardship of the park and police illegitimate uses.

Safety

Park users should not be exposed to hazardous situations; known dangers should be removed from the park environment.

Management

Methods should be adopted that reduce the potential for accident liability and damage to natural resources or esthetic qualities of the park.

Access

It is important that everyone, regardless of disability, have the opportunity to experience the various aspects of the park together, particularly those that are accessible in Lower Park.

Spatial Design

-Design for a variety of social-spatial experiences, including overt socializing (just getting together) and covert socializing (just watching the world go by).
-Provide for social and physical requirements or all ages of park users, particularly children, elderly, non-atheltic or mobility impaired persons.
-Create a memorable place through sense of arrival.
-Strong edges create definable spaces.
-Connections between places and the uses of particular places should be clear.
-Heirachy of spaces and circulation creates a sense of order.
-Intricacy creates interest.

SUMMARY OF MANAGEMENT RECOMMENDATIONS

This summary of major recommendations for the management of Sorich Ranch Park is presented for the reader who does not wish to read the complete Management Plan. A detailed analysis, explaining why these and other actions are recommended is included in the fourth section of the report, the Management Plan. The items listed below are all priority items. The top priority items, are items that should be addressed with in the next three to five years. This list of major recommendations and those in the Management Plan are listed without consideration for time or resources.

Watershed Management

1.Control gully erosion in Upper Park, sites #1, 2, 3, and 4. Stabilize and repair if practical. Confer with MCOSD for assistance and cost sharing.
2. Establish an grading and drainage plan for Lower Park terrace and parking area, in order to reduce erosion and promote retention of runoff on site.
3 Stabilize and revegate Lower Park terrace where trails, and bare slopes aggravate erosion and gullying. Establish a landscape planting plan for the terrace.
4. Steep user-made trail to Deer Rock, causing hillside erosion and loss of vegetation. Immediately, post sign to discourage use in wet weather. Eventually close trail following construction of a new route; stabilize and revegetate the hillside.
5. Stream banks eroding. Armor with willow wattling and revegetate. Confer with MCRCD regarding removal of rip-rap.

Vegetation Management

1. Eliminate or control the exotic weed population throughout the Park, with the environmentally safest control methods. Limit the use of herbicides to spot applications; dependent on Town policy for herbicide use.

2. In Lower Park, revegetate with regional native plants, or a select naturalized species according to the Planting Plan .
3. In Upper Park, manage the vegetation for historic plant diversity and reduced fire hazard.and revegetate eroded areas with regional native plants only .
4. Protect and maintain the fragile native plant communities on serpentine soils. Contact the CNPS for assistance with a detailed inventory of these sites for rare native plants, including: Jewelflower.
5. Protect and maintain native oak trees in the Park, according current guidelines.
6. Irrigate only to establish revegetated areas in the Park.

Wildlife Mangement

1. Stress the need for dog owners to closely control off-leash dogs, as they can significantly impact wildlife. Post this recommendation on access and trailhead signs, etc., as a condition of permitted use of open space by dog owners.
2. Remove barbed wire and limit fences to permit open range of large animals.
3. All springs and wet meadows shall be protected from livestock, horses and dogs.

Fire Hazard Management

1.Perimeter Fuelbreaks.

a. Mow high priority area shown on the fire hazard treament map, annually. Adopt the mowing prescriptions of the MCOSD:

b. Remove all exotic trees and shrubs located within 50' of the Park perimeter.

c. Prune the wooded areas included on the Fire Hazard Map. Re-pruning may be required every 10 years.

d. Mow along both sides of the service road and around the perimeter of the parking area, 15' from the road edge, according the mowing prescription above (1).

2. Town should confer with the MCOSD and owners of adjacent undeveloped private property, in order to reduce fire hazard where the park adjoins these properties.
3. Fire Hazard Brochure. The Town, in cooperation with MCOSD, RVFD and MCFD, should prepare or update an existing brochure, for distribution to residents living near the Park and Preserve. The brochure should explain means of reducing fire hazard .and include lists of plants to be used and plants to be avoided.

4. Reduce by one third the brushland labeled on the Fire Hazard Map. Hand prune brush and burn in the winter or early spring for 2 successive years, in order to get rid of the baccharis sprouts and poison oak.
5. Ensure the visibility and adequate access to municipal water supply at the standpipe in the Corporation yard.

Public Access Management

1. Maintain emergency access at main entrance, and to San Anselmo trail/road, (see Neighborhood Access) Provide gates at limited access points for mowing equipment and emergency vehicles.
2. Make park entrances clear inviting and legitimate .
3. Provide access to basic services and information for mobility impaired park users . Designate parking for mobility impaired visitors.
4. Prohibit access to the park for motorcycles and off-road vehicles. Construct adequate barricades at the following entry points: Lower Park entrance and parking area,.San Francisco Blvd., Sacramento Ave and SUBUD parking lot accesses. Confer with MCOSD on cost sharing for these ORV barrier improvement.
5. Provide safe pedestrian access and circulation that minimizes conflict with vehicles at: main entry, parking area, and along San Francisco Blvd. on the approach to the Park. Design pedestrian and auto entrances, separated by plantings and realign entrance road.
6. Relocate parking for 10-15 cars, to a portion of the existing public works staging area. Minimize the size of the parking area; pave it with gravel and screen it from view. Occassional overflow parking, by legitimate park users, should be permitted in the neighborhood. Traffic impacts on the neighborhood should be monitored.

Trails Management

1. Establish a limited system of trails within the park that meet reasonable, multiple-use demands for recreation and safety. A new hierarchy of trails includes: Exploration trails; Walking trails; Multiple purpose trails; Dual-use trails. Construction of the trails and neighborhood access described above should proceed according to the following priority list.

a. Construct the Loop Trail;
b. Construct the Deer Rock Trail;
c. Re-route the San Anselmo Trail;
d. Discourage unofficial trail access across SUBUD parking lot,
e.Discourage trail access between residences on San Francisco Boulevard,
f. Close the lower portion of San Anselmo trail ranch road to recreational users.
g. Construct the Sun Valley Trail;
h. Construct the Sacramento Avenue trail (Seminary Trail);

2. Prior to construction of trails, or other disturbance or covering of a substantial amount of ground, surveys for archaeological artifact and sensitive plants should be conducted

3 Post a standard sign at all trailheads in the Park and at appropriate locations on the Park perimeter where SRP trails connect with regional trails.

4. Standard access improvements at each trailhead should include: an ORV barricade, a standard sign (as above), and barriers (gates, or styles) to equestrians and/or mountain bike riders where appropriate.

5. Provide resting/seating places (e.g. split log benches) at trailheads and periodically (approx. 400' intervals) along walking and multi-purpose trails .

Ammenities and Appropriate Use

1. Impliment of the site improvements described below gradually as resources and maintenance come available.

2. Provide a safe informal play space around Bigrock. Remove asphalt circle drive around Big Rock area and revegetate the area as the main Park entry. Relocate parking to a portion of the the existing staging area.

3. Provide adequate social seating opportunities and universal access to basic services and information.for mobility impaired park users.

4. Provide a variety of seating areas in the sun and the shade of Lower Park. Quiet areas, as well as, social seating areas near the entry, trail heads and activity areas. Shade provided by plantings or an appropriate timber structure.
5. Locate picnic tables at Creek-side,in low fire danger areas at Bigrock area, on terrace in Lower park near view points.
6.Provide an information and interpretation board. A small, low key, information panel, located near the entry or gateway to trails.
7. Plant a native plants "demonstration" area. A small, low key, planting area that demonstrates the utility and beauty of Marin native plants.
8. Provide a portable public toilet on a trial basis, locate it at the edge of the proposed parking lot and screen it from view.
9. Provide a drinking fountain in Lower park.
10. Provide a small group seating area: informal seating on log rounds or timber benches, located away from public use areas and fit to the contour of a hillside.
12. Design a self-guided "nature" trail with only subtle clues to help visitors interpret the natural and environmental character of SRP.
13. Accomodate those who walk their dogs in Upper and Lower SRP with a policy consistent with MCOSD policy Throughout SRP (Lower and Upper areas) allow dogs off-leash, but under owners control and away from wildlife or sensitive ecological areas (springs). AND In Lower Park, require owners to remove their dogs litter (feces). Pooper-scoopers shall be provided in Lower Park.

Visual Resources

1. Make views toward the Corporation yard visually compatible with the Park setting by using evergreen plantings, fencing and/or removal of visually disturbing buildings, as stated in General Plan.
2. Refurbish existing Corporation yard buildings with materials and a paint scheme that reduces their visual impact and reflects their historic connection to Sorich Ranch.

Park and Open Space Management

1. Guide improvements with a phasing plan. Implement improvements at such time when maintenance is available.
2. Limit public promotion of the park.
3. Promote low maintenance improvements..
4. Project shall not overburden the town resources6. Implement improvements and monitor impacts with assistance of community volunteers.
5. Establish a program of regular maintenance by staff and community volunteers. Consult with local environmental groups and service organization for assistance with implementation of planting .
6. Include enforcement codes and authority on all necessary signs. Post hours of legal park use, and phone numbers for assistance and emergency.

MANAGEMENT PLAN

Introduction

This portion of the Master Plan presents the Management Plan for Sorich Ranch Park. For each issue described in the Site Inventory, the Plan presents: management goals; various management options; the impacts that would result for each option; and final recommendations. The management goals reflect the "community goals" for the SRP project and several Town policies. Management options for specific issues were presented at public workshops and compared for their effectiveness and environmental impacts. The assessment of some management options and impacts at SRP are based, in part, on findings of the recent MCOSD management plan for the San Rafael Ridge Preserve, which adjoins Sorich Ranch Park.

Watershed Management-Erosion and Creeks

Goals

A long history of grazing and poor land management practices, which pre-date the Town's acquisition of the Park lands, continue to cause soil erosion, streambank failure, loss of vegetation; and literally undermine the intrinsic values of the park. The goals of this plan are to make recommendations to repair existing erosion problems and guard against future erosion and resource damage at SRP. Several key goals of the Open Space and Conservation Elements of the San Anselmo general plan promote protection and restoration of the local landscapes. An objective of the "community goals" for SRP explicitly states that the community, "protect natural resources and restore natural systems that have deteriorated due to past land management practices. The erosion problems outlined in the Site Inventory must be addressed of they will simply get worse, resulting in loss of Park resources and public access" (Objective 2D).

Options

Continue Current Management

Management of erosion and drainage in the Park has focused on seasonal maintenance of culverts, debris removal, scraping the public works area, and recent mulching of the "terrace". Continuation of this limited management of the watershed and existing erosion problems could result in the following impacts.

- -Soil erosion and gullying at sites in Lower Park including the terrace and the existing picnic area.
- -Drainage of runoff from Park roads and trails on to private property, with potential property damage.
- -Erosion and loss of vegetation in the protected "Ridge Zone".
- -Reduced capacity of culverts to handle storm runoff.
- -Degradation of aquatic habitat in the park and downstream to Corte Madera marsh.
- -Loss of wetland meadows, decreased natural spring flows, and lower water table in the Park.

Limited short term solutions do not normally address the sources of these problems; local regrading of roads and trails and revegetation are often necessary.

Repair Existing Erosion Problems

The significant erosion problems are described in the Site Inventory (Landform section) and indicated on the Landform map. Some basic suggestions for repair are listed on the following pages. However, actual remedies must be site specific and should be designed in the field by Staff or experts, familiar with erosion control. Some additional guidelines can be found in several excellent publications including one put out by the Marin County Resource Conservation District (Prunuske, 1987); among others (ABAG, 1980), (Olson and Hom, 1976). Short term solutions are sometimes the only viable solutions to erosion problems. Although, evaluating the entire watershed and attempting to reduce soil erosion and runoff in combination with repairing individual sites may be more satisfatory in the long run. In order to explore this approach consultation with the Marin County Resource Conservation District (MCRCD) and U.S. Soil Conservation Service (SCS) would be helpful.

Lower Park-barren slopes

Soil erosion and gullying are serious problems across the large areas of bare soil in Lower Park. Vegetation is the best protection for bare soil, because it absorbs and uses water. Native plants are well adapted to suit specific soil and rainfall conditions. In addition to revegetation, regrading may also be required in some areas to provide adequate drainage.

On undisturbed, vegetated slopes water percolates through the soil or flows evenly across the ground into nearby creeks. Water should not be focused to one spot on the ground surface, such as the bare ditch, that surrounds the terrace. The natural protection of the ground is not sufficient to prevent the runoff from breaking through the bare soil and creating a gully. The ditch should be regraded to a gentle swale and revegetated, once the terrace and slopes above it are regraded and revegetated. If it is necessary to concentrate runoff; roadside ditches should be vegetated and include check dams or armoring to prevent downcutting. Runoff from a ditch should be directed to an natural drainage with the ditch outlet area protected to prevent erosion of the natural drainage.

Plans for improved drainage in Lower Park must preceed any site improvements or revegatation in the area. Minor regrading of the terrace and circle drive will be required in order to alleviate ponding of water on the terrace, gullying of slopes, erosion at the ditch, and to ensure success of revegation efforts. A "conceptual plan" for grading and drainage of Lower Park is included in the Appendix.

Road and Trail Erosion

The existing roads and trails in SRP traverse steep slopes, where drainage is inadequate; significant erosion problems exist in several areas. Some serious erosion problems warrant closing and relocating trails.

Roads and trails should be located or graded so as to direct runoff across the surface and downhill without concentrating it on the road/trail, or in a ditch. This can be accomplished with gentle outslopes, a road crown, rolling dips, or waterbars. Herbaceous vegetation can also help protect road and trail surfaces from runoff. A grass seed mixture can be sown directly on the surface to protect it during the rainy season. Trails and roads recommended for closure may require stabilization as well as revegation.

A properly graded road or trail will result in reduced maintenance cost, reduced erosion, and reduced spread of weeds along the route. A regular maintenance program can nip erosion problems in the bud.

Gullying

Inadequate grading of the Ridge Trail on the MCOSD preserve has resulted in major erosion and gullying across SRP lands on the hillside above East Creek. Gullying is also occcuring in the grasslands at the head of West Creek and Sorich Ranch Creek.

Some gullies spread slowly , others seem to devour land as they race uphill. The frontline of the typical gully is called a headcut. As water falls over the *headcut* it continually erodes.

The first step in reparing gullies is to discover why the gully formed. Address the cause and redirect the runoff. Depending on the degree of erosion the head cut may need to be stabliized. Headcuts are best stabilized by armoring the soil after diverting the water away. This may prevent the gully from lengthening. Repairing the gully can be a much more complicated project. The final goal of a repair is to transform the gash into a gentle, well-armored swale that will carry runoff with out eroding. Several repair techniques listed in the Appendix have been used successfully in west Marin County; each is applicable to different situations. Consultation with Staff or experts familiar with gully repair is suggested before tackling a repair.

Creek Restoration-bank failure

In Upper Park, both East and West Creek downcut to bedrock, due in part to effects of overgrazing in the past. Below their confluence in Lower Park the steep stream bank is destabilized and fails periodically. In steep terrain like SRP, streams are constantly changing in response to weather patterns and changes in the watershed. Specific repairs

may protect one section of the creek but periodic maintenance is usually required. For chronic severe problems an evaluation of the entire watershed may be required. Most large scale stream bank erosion sites require an engineered solution, particularly if there are structures downstream, which might be effected by the repairs. Minor sites that are less than 3 ft. high and 10 ft. long can be addressed without engineering using the same techniques recommended for repair of headcuts and gullies. Revegetation with willow sprigs and other plants can be implimented without endangering downstream properties (Prunuske,1987).

The stream bank failure in Lower Park occurs at an outside curve in the creek. On-site solutions to this bank failure include armoring the bank or deflecting the flow. Overly steep bank failures should be pulled back and sloped for stablility before revegetation

In this small channel the unstable bank could be armored with herbaceous or woody vegetation. Alternately, mulch secured with netting or filter fabric could be used in combination with an herbaceous ground cover. Native grass mixtures of annuals, perennials, and legumes are recommended to provide long-term protection. The MCRCD or the SCS can provide assistance with appropriate mixes and application methods.

Willow sprigs planted with grass seed or by themselves are an effective and inexpensive means of armoring stream banks. Sprigs can be collected and planted when willow is dormant. Willow responds well to heavy pruning and the existing plants, in Lower Park, could provide cuttings for a small area of restoration. Methods of pruning the existing plants and revegetating with willow are described in the MCRCD publication, *Groundwork-a handbook for erosion control in north coastal California.*

Deflecting the stream flow away from unstable banks can buy time for eroding sites and allow the vegetation to get established. However, it can also cause erosion of unprotected banks nearby, thus should only be used following careful study and with regular monitoring of the site. Deflectors can be constructed of logs, or rocks that are securely anchored to the stream banks.

Storm damaged trees, concrete riprap, and a variety farm yard debris (e.g. sheet metal and irrigaton pipe) have ended up in the creeks at SRP over the years and forced the stream flow into the banks, causing erosion. Some of the debris should be removed. However, some of it provides aquatic habitat and has become a natural component of the stream. If sediment has accumulated behind natural or other obstacles, removing them may have damaging effects on the stream. Consult a restoration expert if need be. The iron pipes, partially buried in the channel of East Creek on the north side of the terrace, should not be removed as they are integral to bank stability at this time. The concrete rip-rap in the

channel below the confluence should probably be removed following the revegetation of the bank failure downstream (seek advice of an expert).

Landslides

Landslides are abundant in SRP. Although they are difficult to predict or repair, there are ways to help prevent new slides. No structures or roads should be constructed on known active landslides. Existing roads and trails that cut into landslides should be re-contoured to the original contour, re-seeded and and/or abandoned. Runoff should never be channeled down a known slide area. All existing vegetation should be retained. If small slides occur, they can be re-seeded with the same methods described for headcut repairs. Slides often re-seed thenselves, in fact baccharis shrubs often sprout in areas of historic landslides.

Recommendations

The following general recommendations for erosion control and stream stabilization should be addressed as part on-going park maintenance. Maintenance and repair of erosion problems in Upper Park should be carried out with the cooperation of MCOSD, particularly in situations where the source of the problem lies on MCOSD lands. Basic guidelines for repair and maintenance are set forth in this report and in the reports referenced on erosion control. Specific solutions to erosion problems may require additional professional assistance and manpower. The Marin County Resource Conservation District may be of assistance initially.

1. Establish an grading and drainage plan for Lower Park terrace and parking area, in order to reduce erosion and promote retention of runoff on site.(Policy 2.D.6)
2 Stabilize and revegate Lower Park terrace where trails, and bare slopes aggravate erosion and gullying. Establish a landscape planting plan for the terrace.(Policy 2.D.4)
3. Close and revegetate roads and trails that are eroding.(Policy 2.D.3
4. Stabilize and revegetate slopes where poorly designed roads, trails, overgrazing, etc. have caused hillside erosion and siltation of watercourses.(Policy 2.D.1)

5. Maintain and restore natural appearrance and runoff capacity of stream by development of small structural and landscape improvements.(Policy 2.D.7)
6. Control removal of any vegetation from hillsides or stream channels in order to minimize erosion and siltation.(Policy 2.D.2)
7. Confer with MCOSD regarding efforts to stabilize, revegetate slopes and restore natural drainage patterns on MCOSD lands, which are aggravating erosion on SRP lands.(Policy 2.D.5)
8. Protect all springs and wet meadows from impacts of hikers and horses.(Policy 2.D.8)

The following list of specific erosion problems was determined subsequent to site surveys in spring and summer, 1992. The list is arranged in order of decreasing priority for action. The numbering sequence corresponds to the numbers included on the Erosion and Hazard Map. Sites referred to in the Erosion control plan for the MCOSD preserve which impact SRP are indicated with an asterisk(*).
1. Gullying at the base of San Anselmo trail/road. Runoff gets diverted onto SUBUD parking lot and residential properties on San Francisco Boulevard. Requires detailed review by experts.
2. Gullying on upper portions of San Anselmo trail/road. Grade road to get runoff off the surface (include waterbars if necessary). Revegetate road surface with grasses.
3.*Large gully causing hillside erosion above East creek and springs. Confer with MCOSD on repairs and cost sharing. Reroute runoff from MCOSD land and repair gully.
4.*Gully causing hillside erosion and siltation of creek. Confer with MCOSD on repairs and cost sharing. Reroute runoff from MCOSD land and repair gully.
5. Runoff from circle driveway eroding slope above existing picnic area. Reroute runoff down the road surface as long as it remains paved, eventually remove asphalt and regrade surface of trail, route water away from slope and revegetate the slope.
6. Steep user-made trail to Deer Rock, causing hillside erosion and loss of vegetation. Immediately, post sign to discourage use in wet weather. Eventually close trail following construction of a new route; stabilize and revegetate the hillside.
7. Standing water on the terrace and gullying of the slopes. Regrade terrace, in order to distribute runoff; don't concentrate runoff in a ditch. Revegeate terrace and slopes.
8. Standing water in ditch and gullying at headcut and outlet. Regrade ditch in to swale and revegetate. Focus only a limited amount of water to the ditch, if necessary. Redgrade existing outfall and remove majority of rip-rap. Construct energy dissapator at ditch outlet in the creek.

9. Gullying and rillying on the existing Pubic Works staging area and slope of Dump. Regrade terrace and dissapate runoff over the area.
10. Gullying on slopes of old Dump. Divert runoff from the Dump slope. Monitor stability of slope.
11. Stream banks eroding. Armor with willow wattling and revegetate. Confer with MCRCD regarding removal of rip-rap.

9. Gullying and rillying on the existing Pubic Works staging area and slope of Dump. Regrade terrace and dissapate runoff over the area.
10. Gullying on slopes of old Dump. Divert runoff from the Dump slope. Monitor stability of slope.
11. Stream banks eroding. Armor with willow wattling and revegetate. Confer with MCRCD regarding removal of rip-rap.

Vegetation Management

Goals

A goal of this Plan is to make recommendations for vegetation management at SRP which " preserves diversity of vegetation, with preference given for regional native plants over other naturalized species or exotics". Regional native plants of SRP are plants that grow or have been known to grow, in the local inland valleys and hills of the California Coast Range. The Plan promotes an important policies of General Plan, " to preserve and protect significant habitat for fish wildlife and flora".

Options

Continue Current Mangement

The current management scheme of not interfering with vegetation in the Park or open space (except for minor removal of exotics) could be continued. This option includes: no control of invasive weeds, no brush control, no prescribed burns, no grasslands grazing. The following impacts could be expected at SRP if this management option is selected.

1. Brush understory of the oak woodland will increase and expand into the grassland.
2. Oaks may continue to generate and expand into the grassland.
3. Grassland dominated by exotic annual species will remain static or reduce in size where they are invaded by brush and woodlands.
4. Expansion of the brushlands and accumulation of the dead understory of the oak woodland will provide excellent fuel for major wildfires with destruction of the oaks.
5. Existing exotic populations of weeds will spread.
6. Soil erosion and gullying wil continue at sites in Lower Park

7. The exact appearrance of the vegetation at SRP, in 30 years cannot be predicted. The possible occurrence of wildfires at SRP IS also unpredictable; However, wildfires are inevitable, and such fires will drastically alter the vegetation (MCOSD, 1991, MMWD, 1991).

8. There will be no additional cost in dollars or resources to the Town.

Control of Exotic Weeds

In order to prevent the spread of exotic weeds the Town could eliminate or control the weeds. Generally, cutting plants at or near the base is the environmentally safest control method. Specific control methods are outlined in the Appendix.

Control of Brush Expansion

The spread of baccharis and poison oak brushlands, into the woodlands and across the grasslands, can be viewed as natural succession (Mcbride) or artifical invasion as discussed in the Site Inventory. The cessation of grazing and the suppression of natural fires have both promoted brush expansion. The brush provides excellent wildlife habitat. However it also provides fuel which could support a major wildfire. The MCOSD recommends reducing the poison oak/baccharis brushland patches by one third of their current size in order to maintain plant diversity, which existed prior to the cessation of grazing and to reduce fire hazard in the oak woodland.

Grazing Program

The disturbed state of the grasslands in the Park: the loss of native wildflowers: the spread of foxtails and exotic thistles; and the dominance of exotic annual grass over native perennials are all, in part, the result of overgrazing. However, if managed sensitively, grazing can have beneficial effects on the native grasslands (MCOSD,1991). A proper grazing program will favor the establishment of native perennial grasses and broadleaf plants (MCOSD,1991). The MCOSD preserve management plan includes careful monitoring of a "pilot grazing program" on the preserve. Such programs could supply information on how to better manage historically grazed lands, including Sorich Ranch Park. The Town should confer with the MCOSD on this and other management issues, regularly.

Recommendations

1. Eliminate or control the exotic weed population throughout the Park, with the environmentally safest control methods. Limit the use of herbicides to spot applications: dependent on Town policy for herbicide use. Work closely with the California Native Plants Society (CNPS) to eliminate exotics. They have several groups experienced in eliminating weeds, who may be able to assist. Supervised volunteer labor could be used to impliment the weed contol projects. The following list of weeds are of special concern at SRP.

Purple Starthistle
Pampas Grass
French Broom
Sweet Fennel
Eucalyptus
Hardinggrass
Yellow Starthistle

2. In Lower Park, maintain all existing non-invasive plants (except for weeds).
3. In Lower Park, revegetate with regional native plants, or a select naturalized species according to the Planting Plan (see Appendix).
4. In Upper Park, manage the vegetation for historic plant diversity and reduced fire hazard.
5. In Upper Park, revegetate eroded areas with regional native plants only (see Appendix).
6. Protect and maintain the fragile native plant communities on serpentine soils. Contact the CNPS for assistance with a detailed inventory of these sites for rare native plants, including Jewelflower.
7. Protect and maintain native oak trees in the Park, according current guidelines (see Appendix).
8. Reduce poison oak/baccharis brush patches, in Upper Park, by one third their size (see Fire Hazard Recommendations).
9. Along park perimeter, manage vegetation according to prescriptions outlined in the Fire Hazard Management element of this plan.
10. Confer with MCOSD regarding possible cooperative vegetation management programs at SRP and the adjacent Preserve, as well as opportunities for cost-sharing (e.g. grazing, weed control).
11. Irrigate only to establish revegetated areas in the Park.

Wildlife Management

Goals

A goal of this Plan is to maintain habitats for wildlife that have historically lived in the SRP area. An objective of the plan is to support the policies of the Conservation element of the General Plan.

Options

Continue Current Management

There will be impacts on existing wildlife if the current vegetation management practices are continued. Changes in local vegetation mosaic almost invariably effect wildlife.

1. Habitat for wildlife species will increase as shrubs invade the grassland and the understory of the oak woodland.
2. Animal species dependent on grazed grassland will decrease with the accumulation of thatch. Consequently, there will be less prey for hawks and other raptors and their populations will also decrease (MCOSD).
3. Increase of fuels in the park, increases the chances of major fire which will kill some smaller animals and affect wildlife species composition.
4. Deer population will continue to be too large, resulting in severe browsing of certain plant species.

Impacts of Other Recommendations on Wildlife

1. Removal of exotic plants, in general, will benefit wildlife as it will maintain native wildlife habitat and forage (see Vegetation recommnedations.).
2. Clearing of brush in the oak woodland and reduction of baccharis/poison oak brushland will be of no benefit to wildlife

Recommendations

1. Stress the need for dog owners to closely control off-leash dogs, as they can significantly impact wildlife. List this recommendation on access and trailhead signs, etc., as a condition of permitted use of open space by dog owners.
2. Remove barbed wire and limit fences to permit open range of large animals.
3. All springs and wet meadows shall be protected from livestock, horses and dogs.
4. Trails shall not lead through springs or wet meadows.
5. Confer with MCOSD on other wildlife issues, including: summer water for wildlife and control of the deer population.

Fire Hazard Management

Fuel characteristics of vegetation at Sorich Ranch Park documented in the Site Inventory, indicate that there are significant fuel loads, which can be expected to support a fast moving intense wildfire in the Park. The urban/wildfire interface, at the perimeter of the Park, is the most critical area in terms of fire hazard. Portions of the park perimeter where grassland in the park is located down slope of residential property are the most hazardous. In the park interior, the brushlands are the most hazardous native vegetation type.

The recent detailed study of the MCOSD Preserve by fire hazard management specialists (MCOSD,1991), documented fire hazards over hillsides adjacent to SRP; and across terrain and vegetation identical to that at SRP. The study assessed numerous management options and made comprehensive recommendations for reducing fire hazard at the perimeter of the Preserve. One of the high priority recommendations was:

> "the District should confer with adjacent land owners of large parcels, particularly the town of San Anselmo. Arrangements should be made to diminish fire hazard on SRP where it borders residential property".

This recommendation, to reduce the risk of spread of fire from open space to urban zones, should be at the top of the Town action plan for SRP.

Goals

The overall goal is to reduce the risk of a fire in the Park spreading to the adjacent neighborhood and to reduce fire hazard to park users.

All vegetation will burn if a fire is hot enough. The risk of a wildfire escaping the park can never be eliminated unless the perimeter is completely paved. However, wildland fire hazard can be managed by three means:

- change vegetation type; e.g. replace natural grasslands with irrigated lawn, or promote bay woodlands..
-reduce fuel volume; e.g. mow grasslands and prune dead understory..
-change distribution of fuel; e.g. disk grassland, remove shrubs around buildings..

The goal of a fire hazard management plan should be to maintain a fuel condition that makes the fire easy to control. In this region grassland fires are the easiest to control; so it is important to maintain grasslands. The MCOSD plan investigated several fire hazard

management alternatives, applicable to conditions at Sorich Ranch Park; these alternatives are incorporated in the options described below..

Options

Continue Current Management

If no actions are taken to manage vegetation the following impacts on fire hazard can be expected (MCOSD). Natural conditions will lead to a continuing increase in fuels available to a fire once one begins. This fuel build up makes it very likely that eventually a fire, beginning in the Park or in the adjacent Preserve, will travel off the park land onto private property and possibly destroy residences. Recent studies of case law regarding the question of whether the government would be liable for damages caused by fire that began on public property indicates, while law is not definitive it is likely the Town would be sued, if such a fire occurred. Recent cases in such situations have been settled out of court (MMWD,1991).

In addition to private property losses, serious damage to certain trees and plants, particulary the oaks, would result from a hot wildfire, fueled by heavy accumulations of brush.

Fuelbreaks

Fuel breaks are areas of natural vegetation which are selectively thinned, mowed and maintained for their low fire spread characteristics. Fuel breaks running down the urban/wildland interface are the most effective means of reducing the risk of fire spreading from the open space to the urban areas (Radtke,1983). The State recommended, minimum fuel break width is 100'. However, the unique combination of steep slopes and dense vegetation dictates the worth of increasing the width in certain locations around SRP.

All trees and shrubs in the fuel break, including the less fire prone, native species such as redwood, oak, and bay should be pruned sufficiently high to prevent their ignition by ground fires; thus interupting the "fuel ladder". In the oak woodlands at least 85% of dead materail up to 3" in diameter should be removed, up to 6' from the ground. Leaf litter should be raked to 1" depth. In the bay woodland little needs to be done except pruning the limbs up to 6' above the ground.

Bay woodlands are less prone than other woodlands. "Necessary steps should be taken to expand the bay woodlands along the park perimeter". No pruning of the bay woodland should occur that allows openings in the forest canopy, because bays thrive in the shade.

All brush species should be cleared from within 50' of the perimeter. Brush in the fuel break should be cut at least 2 years in succession, to kill it. Cut brush can be piled and safely burned in winter.

Fuel breaks should have low growing groundcover or grasses, less than 18" high, in order to cut down on heat output, slow the spread of fire and prevent erosion. Studies show that mowing of grassland significantly reduces the rate of spread of a grass fire. The perimeter mowing and pruning program recommended by MCOSD includes:

1. A 30' wide strip mowed around the park perimeter
2. Grasses should be mowed to about 4" tall , between June 15 and July 4, each year.

A review of that part of the perimeter bordering residential areas, shows that 1200 ' could be mowed by tractor (+25% slopes). Tractor mowing would require some improved access to the park perimeter. The remainder, about 2100' of the perimeter, are too steep and inaccessible to tractors . These areas would be hand mowed using weed whips.

The construction of fuel breaks could potentially damage sensitive plant communities. However, no such communities are known to exist where the fuel breaks are recommended. Mowing itself will in fact promote expansion of native perennials, which stay green longer are less fire prone.

Disking of the perimeter would break up the grassland fuel leaving patches of earth between patches of grass and thatch. However, it is not recommended for several reasons: it is costly, promotes invasion of weeds like thistle; and its esthetically unpleasant (MCOSD,1991).

The perimeter strip could conceivably be irrigated, to keep the grass green in order to reduce fuel volume. However, the cost of such a project would be prohibitive in terms of installation, maintanence and water demand (given the recent history of drought).

Interior treatment

The distribution of vegetation types in the Park interior represents a hazardous fuel situation. The invasion of poison oak /baccharis into the understory of the oak woodland and the grassland is part of the natural process of succession. However, since the cessation of grazing and suppression of natural fires, a hazardous "ladder of fuel" has developed in the understory of the oak woodland. In the grassland, heavy loads of thatch have accumulated. Possible options for managenment of these interior areas include: reducing shrub growth and prescribed burning (MCOSD,1991).

Reducing the brush cover by one third will reduce fire hazard in regards to the oaks and maintain historic mosiac of plants (MCOSD,1991). Brush could be cut and removed or burned in winter or early spring, during periods of low fire danger.

Prescribed burns are purposefully set fires, controlled by fire management crews, which reduce the fuel load in natural areas. There is considerable public concern and controversy regarding prescribed burns. However, 51% of the respondents to the "community" questionnaire indicated that such a practiced would be appropriate at SRP. Fire, natural or prescribed would decrease the amount of fuel and alter existing conditions, thereby increasing the chance of controlling subsequent fires in these areas. The MCOSD plan recommends that fire departments propose prescribed burn plans, in cooperation with local open space managers, which would be publicly reviewed prior to conducting the burns.

A plan for revegetation of Lower Park, in accordance with principles of "less-fire prone planting design", is presented in the final section of the Master Plan.

Removal of Exotics

Exotic vegetation in the Park and along the park perimeter usually contains low moisture levels, making them more of a fire hazard; and are of low wildlife value. All exotic trees and shrubs on the Park should be removed along the Park perimeter . East of Sorich Ranch Park there are about 40 acres of eucalyptus forest, managed by MCOSD. The area poses a significant fire hazard. All sprouts, unhealthy trees and dead material on the SRP side of the boundary should be removed. For control methods see the appendix.

Emergency Access and Water

Existing access points and service roads provide adequate emergency access to the Park (see Access inventory and recommendations). However, consideration should be given to a negotiated agreement, between Fire Departments and private property owners, for emergency vehicles access across the private driveway at 500 San Francisco Blvd.. Access for vegetation maintenace should be assured at Sacramento Ave, although vehicle access should not be necessary. ORV barricades at access points should accomodate emergency vehicles (e.g. crash barriers) and accces for mowing, where necessary (i.e. gates or crash barriers). A redesigned parking lot should accomodate emergency vehicle access. Mowing, along both sides of service roads and around the parking areas for a distance of 15', would provide an improved firebreak system and protect routes of escape.

An adequate, reliable supply of water is very important factor in suppressing wildland fires. A standpipe located in the Corporation yard is the closest water connection to Lower Park. Improved access to the connection and installation of a hydrant should be considered by the Town, in consultation with the R.V.F.D..

Public Education

The primary safety problem at the Park is the potential for wildfire burning residences adjacent to the Park . It is critical that the Town and the Fire Dept. "engage the neighborhood in the effort to make the Park perimeter a safer fire zone". The public should be educated about fire hazards along the perimeter . Several means of engaging the public on the issue of fire hazards at SRP could include:

1. Circulate a brochure, annually, to all residences adjoining the park, describing hazards and measures that residents can take to decrease the hazards.
2. Hold public meetings to explore hazards and describe precautions.
3. Fire Department, Town staff and trained volunteers could canvas the neighborhoods and talk with residents, and offer to conduct inspections of residences and grounds in an effort to make lists of specific recommendations. The MCOSD fire hazard management plan contains a list of sixteen items that could be included in future brochures, meetings, interviews.
4. Organize fieldtrips and meetings at the Park, lead by experts or trained volunteer to explain:

   existing fire hazards

   current efforts being taken in the Park to diminish fire hazard

   fire history of the Park

   fire dynamics; how fire spreads and how fast it travels.

5.Interpretation of fire history and hazards through the actual park site design:

   -At the park entry post current fire hazard ratings, emergency phone numbers, use restrictions (e.g. no smoking season, no ground fires, no BBQ, no fireworks, no ORV)

   -Identify high hazard portions of the Park perimeter on the Park map.

   -Name fuel breaks, fire roads as such, on the Park map and identify them at appropriate sites in the park.

   -Revegetate with less fire prone native plants.

   -Identify ongoing fire hazard management practices in the park (e.g. pruning, mowing).

   -Identify evidence of fire history in the park (e.g. burned fence posts, trees, and bulldozer scar).

   -Identify less fire prone native plants in the revegetated areas of Lower Park, particularly plants that are appropriate for residential landscapes.

Brochures and public meetings should include recommendations for appropriate landscaping to reduce fire hazard at the park perimeter and around residential property, in general. In the aftermath of the Oakland Hills Firestorm, a lot of excellent information has been published regarding fire safe residential landscaping; much of it is applicable to situations described at SRP.

Many experts who have examined the Oakland hills subsequent to the fire, maintain that any plant on the "fire retardant plant lists" can burn in the worst fire conditions. The plants listed in the Appendix X are generally considered suitable for fire-prone areas.

It should be emphasized in all discussions of planting for fire-prone areas that the location, arrangement, spacing, density and dryness of what is planted around the residence is probably more crucial than what species are planted. Principles of planting design for fire-prone landscapes should be include in the recommendations.

Maintanence of existing landscape will be of concern to most homeowners. The fire danger of certain trees and shrub should be emphasized and the public should be encouraged to remove these species, along the Park perimeter and elsewhere in their gardens; these include: Monterey pine, juniper, eucalyptus, an others.

Through out California the interface between urban residential areas and public open space is an area of special fire hazard. Protection of such areas around SRP require community planning and action. The fire safety of any property hinges on conditions of neighboring property. Experts emphasize that municipalities and fire departments should "budget time and energy to educate and motivate residents to do their part in making these areas less of a fire hazard. The public must do its part and can not depend on the Town to "eliminate" the risk of fire near their homes (MCOSD). The Town must do its part, by implimenting the fire hazard management recommendations of this plan and working cooperatively with RVFD, MCFD, and MCOSD.

Adjacent Landowners

The MCOSD Preserve and two large, undeveloped parcels of private land adjoin the Park. The town should contact these private land owners and the MCOSD, in order to plan to jointly address fire hazards along the shared perimeter. It is the view of the MCOSD that nothing is gained by a fuel break between adjacent parcels of undeveloped land (e.g. SRP and the Preserve or undeveloped private land). It would make more sense for the owner of the parcel to treat the perimeter of their parcel where it borders developed areas. It is recommended that the Town contact the land owners and the District to jointly address the issue in this manner.

Recommendations

The following prioritized list of management actions are recommended, in order to meet the goals of reducing fire hazard at the Park perimeter, protecting adjacent private property, and the natural resources of the Park. Some of these prescriptions are adopted from the MCOSD preserve management plan, refer to that plan for additional discussion. The means employed to minimize fire hazard should also benefit or at least not harm the natural resources of the Park.

1.Perimeter Fuelbreak. Mow high priority area shown on the fire hazard treament map, annually. Adopt the mowing prescriptions of the MCOSD:

-use tractor mower where appropriate, otherwise employ crews with weed whips.

-mow a 30' wide strip, 4" inches high.

-mow annually, between June,15 and July,4.

-mowed strip shall follow the park perimeter, however in case of steep topography strip should follow contours in the perimeter area.

2. Remove all exotic trees and shrubs located within 50' of the Park perimeter.

3. Prune the wooded areas included on the Fire Hazard Map, as previously described in the fuelbreak option above (1). Re-pruning may be required every 10 years.

4. Mow along both sides of the service road and around the perimeter of the parking area, 15' from the road edge, according the mowing prescription above (1).

5. Fire Hazard Brochure. The Town, in cooperation with MCOSD, RVFD and MCFD, should prepare or update an existing brochure, for distribution to residents living near the Park and Preserve. The brochure should explain means of reducing fire hazard ,and include lists of plants to be used and plants to be avoided. The Town should consider contacting residents adjacent to the Park, individually , in order to review specific procedures to reduce fire hazard on their property.

6.Town should confer with the MCOSD and owners of adjacent undeveloped private property, in order to reduce fire hazard where the park adjoins these properties.

7. Mow second priority areas on the Fire Hazard and Map, annually.

8. Reduce by one third the brushland labeled on the Fire Hazard Map. Hand prune brush and burn in the winter or early spring for 2 successive years, in order to get rid of the baccharis sprouts and poison oak.

9. Town should confer with MCOSD regarding other methods of fire hazard reduction including: prescribed burning, and grazing.

10. Ensure the visibility and adequate access to municipal water supply at the standpipe in the Corporation yard.

11. Maintain emergency access at main entrance, and at San Francisco Blvd.access to fire road above SUBUD.(Policy 6.B.1)
12. Locate picnic sites in low fire danger areas (e. g. Redwood grove).(Policy 6.B.4)
13. Establish no smoking policy through out the park.(Policy 6.B.5)
14. Prohibit BBQ fires throughout the park.(Policy 6.B.6)
15.Prohibit open fires throughout the park.(Policy 6.B.7)
16. Post fire hazard warnings, emergency procedures and phone numbers at all park entries and trail heads.(Policy 6.B.8)
17. Design interpretive features about fire hazard and fire history of the park.(Policy 6.B.9)
18. Preserve burned fence posts, in place, throughout the park, as reminders of the fire history.(Policy 6.B.10)

In addition to these prescriptive management programs, the design of new trails, access and Lower Park use areas should minimize fire hazard to park users, natural resources and nearby residents; and promote awareness of the risks of local wildfire. The following recommendtions from the of the "community goals" for the SRP project are relevant and should be adopted.

Public Access Management

Goals

Public access to SRP lands is provided for recreation and enjoyment of the natural surroundings. Access is available for users who walk, drive a car, ride a horse or a bicycle. The Town policies promotie park and open space access for residents: and "community goals" for the project recommend several specific access improvements. The goal of this Plan is to incorporate these recommendations, in a comprehensive access improvement plan for Sorich Ranch Park.

Options

Continue Current Management

One management option could be to leave access in its current state, without improvements. The potential impacts of this approach include:

-Many residents remain unaware that SRP is open to the public, what the permitted and prohibited uses are, and who to contact regarding questions or emergencies.

-Abuse and vandalism continue due to lack of an official entry.

-Cruising, illegitimate use, and an unsafe play situation (around Bigrock) continue .

-Trespass, destruction of natural resources and maintenance problems at user-made access points will continue due to lack of improved pedestrian access from the neighborhood

-Access by motorcycles and other vehicles and destruction of natural resources due to lack of ORV barricades.

-Mobility impaired park users will have limited access.

-Conflicts between pedestrian access and automobile access at the main entry on San Francisco Boulevardwill continue. Pedestrians wil continue to walk in the automobile traffic lane, through the Park gate.

-Conflicts between the trucks entering and leaving the Corporation yard and the automobile traffic pattern at Park entrance. Two driveways converge without established right-of-way or lane markings.

-Safe,legitimate multiple-use access to San Anselmo trail/ road, the only existing trail for equestrians or mountain bike riders, can not be assured: resulting in trespass on private property by all users, including hikers.
-No added burden on the Towns financial and human resources

Access Improvement Plan

An alternate management plan is to improve all access points according to policies stated in the "community goals". Implementation of the recommendatins listed below would improve access and have the following overall impacts.

-promote safe legitimate pedestrian access to the park, from town, neighborhoods and adjacent open space.
-provide safe access for equestrians and mountian bike riders, from the town and adjacent open space.
-guarrantee access for mobility impaired visitors.
-address needs and concerns of park neighbors.
-discouraged illegitimate use of the park (i.e. cruising, vandalism, ORV access).
-provide limited parking and safe access for automobiles and emergency vehicles.
-protect natural resources.
-some added burden on towns fiscal and human resources

Four important elements of the recommended plan for public access improvements have significant impact on the form and function of the Park: those four elements are: safe pedestrian and auto access at the main entrance, parking, neighborhood access, and multiple-use. Recommendations for neighborhood access and multiple-use are discussed in the Trails section to follow. The recommendations for safe access at the main entry, and parking are outlined in this section.

1. Main Entrance-San Francisco Boulevard.

Automobile access at the main entrance is dangerous and conflicts with safe pedestrian access to the Park. Pedestrians must walk in the traffic lane along San Francisco Boulevard, through the park gate and along the entrance drive to the existing use areas. In addidton,the automobile traffic pattern at the Park entrance converges with the pattern of truck traffic entering or leaving the Corporation yard. A goal of this Plan is to provide safe park access and improve this situation. Objectives of the San Anselmo General Plan support public access to open space

over pathways that are separate from roadways, as well as safe vehicular circulation throughout Town.

Options for Main Entrance

1a. "Do nothing"

To do nothing regarding the main entrance, will risk the safety of park users, neighbors and Town employees. Additional impacts of continuing the current management practice are outlined in the introduction, above.

1b. Upgrade Existing Main Entrance

An alternate plan would be to maintaining the existing road alignment, with the following access improvements.

-Erect bollards to separate pedestrians and automobiles at the gate area.

-Install speed bump at the Park gate to slow traffic.

-Install a stop sign *inside* park gate for outgoing traffic.

-Install pavement markings and warning signs to direct car drivers to exercise caution and direct pedestrians to walk between markings along San Francisco Blvd., from the end of the sidewalk at Sacramento Ave. to the park entrance.

Impacts of these improvements are likely to include: the need to narrow the automobile entrance to 10 feet wide and reduce the traffic to one lane, in order to accommodate a separate pedestrian path through the gate area. Pedestrians will still be forced to walk in the road way all the way up to the parking area, unless the road is narrowed all that distance. Bollards are unsightly in any case. Converging automobile traffic will continue to be a dangerous situation without: road realignment, more signage indicating "right-of-way", or pavement markings *outside* the Park gate. This option will require investment of resources.

1c. Re-alignment and Re-design of Park Entrance

The re-design of the Park entrance with minimal re-alignment of the road and entrances to the Park and Corporation yard would greatly improve safe access for

pedestrians and automobiles, and would provide an attractive Park entrance compatible with the neighborhood. Such a plan would include the following:

-Realignment of the entrances to the Park and Corporation yard.
-Separate pedestrian entrance screened from the road.
-Safe traffic pattern and safe speed regulated by the alignment.
-Right-of-way given to Corporation yard traffic.
-Attractive landscaped Park entrance.
-Corporation yard screened from Park entrance.

Impacts of this plan are likely to include: safer pedestrian access to the Park, and from the park entrance to the existing and proposed use areas. A landscaped park entrance would fit into the neighborhood and reduce illegitmate use of the Park. This plan would require limited use of traffic signs and pavement markings. The Corporation yard would be adequately screened from the entrance and the current picnic areas. No net loss of utility space in the corporation yard. This option will be more costly, but safer and more satisfactory in the long run.

2. Parking

The existing conditions at the informal parking area and circle drive, around Bigrock, create unsafe situations for parking, automobile circulation and recreational use of the Park. Popular play and pedestrian circulation around Bigrock conflicts with automobile circulation and parking. The circle drive promotes cruising and illegitimate park use. The poorly drained asphalt drive and parking area promote erosion and consequent loss of vegetation in picnic area. The Bigrock area is central to current park use, but visually unattractive and unsafe.

The project goal is to redesign the parking area, in order to provide for: safe, adequate parking for 10-15 cars, discourage illegitimate use of the lot, minimize the lot size and visually screen it from adjacent use areas. These goals conform with several Town policies; discourage through traffic on residential streets, preserve the quiet rural character of neighborhoods, and screen all off-street parking.

Options for Parking

2a. "Let it Be"

To do nothing will risk the safety of park users and further damage the natural resources of the Park.

2b. Upgrade Existing Parking Lot

Adequate maintanence of the existing parking lot would, at minimum, require the following improvements.

-Post sign to warn children off the Bigrock in center of parking area.
-Block access to the circle drive.
-Divert drainage from eroded slopes above the picnic area.
-Screen parking lot with plantings.
-Patch asphalt parking area.

In spite of proposed warnings, children will likely continue to play on the Bigrock in the parking area. Other likely impacts of this option will include: continued problems with erosion and drainage across the parking lot, intrinsic value of Bigrock, a core area of Lower Park, is disrupted by the parking area.

2c. Relocate Parking Area

The community goals for SRP include a proposal to relocate parking, for 10-15 cars, to a portion of the existing public works staging area. The Bigrock area would be redesigned as the focal point of Lower Park and the gateway to the open space. The asphalt prking area and circle drive would be removed. A new parking area would be grade for adequate drainage, paved with gravel, and screened from Park use areas.

This proposal will result in a safer play area and adequate parking. A dead-end, gravel parking area will discourage drive-through users and promote local, recharge of groundwater. The location of the new, screened parking area will contribute to the screening of the Corporation yard.

112

Gradual Implimentation of the Access Improvement Plan

The gradual implimentation of a priority program of access improvements (outlined below) would reduce the major impact of these prposals-the fiscal impact. The construction of esthetically pleasing, low key, legitimate access improvements willhelp integrate the Park into the neighborhood. Consequently, residents will be more likely to concern themselves with the use and abuse of the park. In addition, park visitors will be less likely to vandalize a well maintained public facility.

Recommendations

Gradual implimentation of the priority program of access improvements, listed below, is recommended. Key elements of the program below are ranked according to greatest potential to contribute to the "community goals" for access improvements.

1. Maintain emergency access at main entrance, and to San Anselmo trail/road, (see also Neighborhood Access) Provide gates at limited access points for mowing equipment and emergency vehicles. (Policy 6.B.1)
2. Make park entrances clear inviting and legitimate (Policy 6.A.7).
3. Provide access to basic services and information for mobility impaired park users . Designate parking for mobility impaired visitors. (Policy 4.D.3)
4.Prohibit access to the park for motorcycles and off-road vehicles. Construct adequate barricades at the following entry points. Confer with MCOSD on cost sharing for these ORV barrier improvement.

   Lower Park entrance road and parking area.
   San Francisco Blvd. access
   Sacramento Ave access.
   User-made access from SUBUD parking lot

5. Provide safe pedestrian access and circulation that minimizes conflict with vehicles at: main entry, parking area, and along San Francisco Blvd. on the approach to the Park . Design pedestrian and auto entrances that are separated by plantings and realign entrance road, as above. (Policy 3.B.1)

113

6. Post an unobtrusive, standard sign at each official access point. Signs should state: the hours that the park is open to the public, permitted and prohibited uses, and provide emergency and information contact numbers. Minimize the use of signs. Make rules, and intended uses of park elements, evident in design of the Park. (Objective 6.A.)
7. Re-design of the Park entrance with minimal re-alignment of the road and entrances to the Park and Corporation yard (as above), in order to improve safe access for pedestrians and automobiles, and in order to provide an attractive Park entrance that fits into the neighborhood (Policies 2.B.1,and 4.E.4).
8. Relocate parking for 10-15 cars, to a portion of the existing public works staging area. Minimize the size of the parking area; pave it with gravel and screen it from view (as above). Occassional overflow parking, by legitimate park users, should be permitted in the neighborhood. Traffic impacts on the neighborhood should be monitored. (Objective 2.B.and Policies 2.C.2 & 4.E.4)

114

Trails and Multiple-Use Management

Well designed trails play an increasingly prominent role in recreation planning for urban areas. The trails at SRP can serve a variety of purposes including:

-providing opportunities for recreational access
-creating visual ammenities
-offering alternative routes for short "commutes"
-providing opportunities for enhanced awareness and enjoyment of park resources
-creating more friendly, human scale connections between communities.

Goals

The goals of this Plan are to recommend trail improvements within the Park that correspond to: trails recommended in the "community goals" for SRP and in the Town General Plan; trails required due to current use; and trails that provide access, wherever feasible, to the greatest range of trail users. All town resident should be able to enjoy a variety of the park resources, regardless of physical limitations of age or disability. This policy also refers to multiple-use of trails, where possible and appropriate. Multiple-use of trails is the combined use of a trail or road by two or more means of conveance (pedestrians, equestrians or mountain bike riders). The determination of whether multiple-use is appropriate and the selection of such trail alignments are based on the security and safety of park users, natural resources and private property.

The Towns policies provide for "trail access to be limited to pedestrian, non-motorized vehicles and equestrian traffic (Open Space Element 4.1). "Access to fire roads will be provided to bicycles under conditions similar to those imposed by MMWD" (Open Space Element 4.8).

Policies of the MCOSD provide for similar multiple-use access to open space preserves that the county manages. Bicycles are only allowed on service roads, though the District can and does designate some single track trails as bicycle routes. Equestrians are allowed on all service roads, plus most single track trails. On combined use roads, bicycles must yield right of way to pedestrians and equestrians. Bicycles must not exceed 15 mph in any circumstance. Pedestrians must yield to equestrians.

Current use of the SRP roads and trails by mountain bikers and equestrians is limited (see Character of Use). However, across Marin county and the State increasing

numbers of mountain bikers seek access to single track trails that previosly been used only by hikers and in some places equestrians. Bicyclists argue they have just as much right to use of the single track trails as others. In response, some hikers and equestrians argue that bike riding on single track trails creates a safety hazard, damages natural resources, disturbs their peace of mind; and therefore bike riding should be limited to wider trails and and fire roads (multipurpose trails). The issue of safety and resource damage are emotional and few studies exist to date. Trail management agencies throughout California are grappling with this issue. Opinion, from the SRP questionnaire regarding the question of whether or not mountain bike riding is an appropriate activity at SRP, was split (46% for, 41% against and 13% uncommitted). No consensus was reached, in public discussions, on the designation of a "specific" access or alignment of a combined-use trail for mountain bike riders. A combined-use trail was designated for equestrian use. Impacts of several trail management alternatives and recommendations are reviewed below. . Successful management of multiple trails will require an open process of discucssion and compromise by all parties.

Options

Leave Things as They Are.

If the informal, user-made trails and unofficial neighborhood access are left in their current state, with no new trails added or repairs implemented, then the impacts will be: continued erosion, destruction of vegetation, lack of neighborhood access without trespass, risk of injury and liability, illegitimate use of the park, and reduced capacity to manage fire hazard. The existing trails at the Park are steep, thereby restricting access to most of the Park, to atheletic persons capable of climbing steep slopes. One thing is for sure given current trends, the demand for recreational facilities in San Anselmo will continue to increase and opportunities at SRP remain high.

Improved Multiple-Use Trails and Neighborhood Access

The following section describes several trail and access improvement options; including a Core Network of three trails, and five options for the alignment of two additional trails, which link the Core trials with a combination of multiple use trailheads and official Neighborhood Access points.

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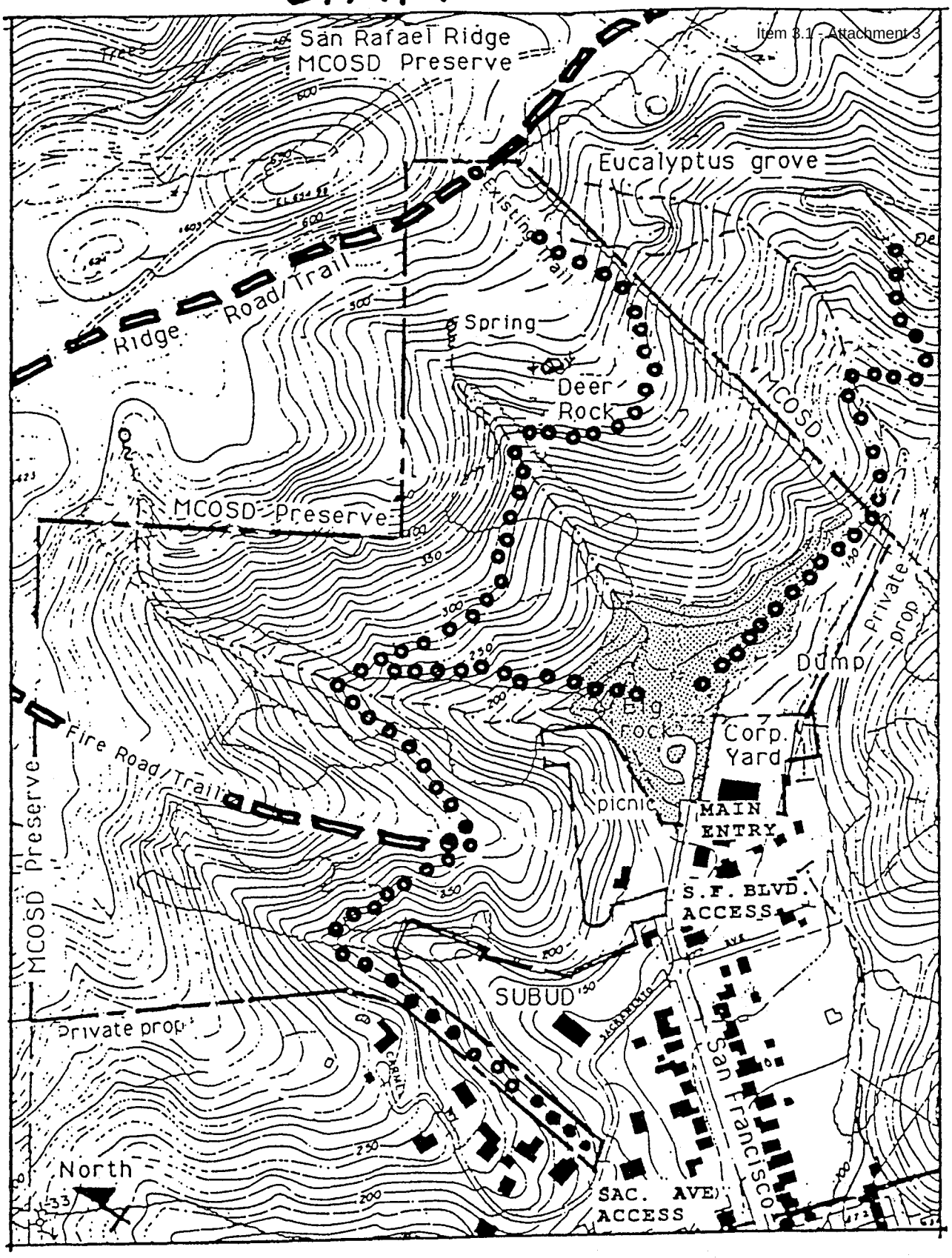


SORICH RANCH PARK

TRAIL PLAN

Contour interval 10'

Scale 0' 250'

Proposed trails.

Streets

Fire Roads

Existing Trail

Impacts of construction and repair of the trail network in SRP will include: enhanced opportunities for park enjoyment, increased park safety, improved legitimate park access at entrance and neighborhood access, points, increased capacity to manage fire hazard, reduced environmental damage,and reduced trespass. Construction of new trails may have an impact on existing natural resources and visual quality of the Park. These potential impacts should be mitigated through careful planning. A survey for sensitive plants and archaeological artifacts should be conducted prior to trail construction. Hand crew construction methods should be used, in lieu of trail-making machine, in order to reduce initial visual impact of the new trail on hillsides. New trails should coincide with current trail alignments and trailheads where possible. Trail routes should be graded for adequate drainage and revegetated to aid in "healing" any scars of construction.

Core Trail Network

The core network of trails satifies the minimum needs for access and circulation in SRP by way of: improvements to existing service roads and some user-made trails, closure of other user-made trails, construction of new trails connecting sites of current use and trails on adjacent public lands.

1. Lower Park Loop Trail

This new trail is a relatively level, graded " walking trail" around Lower Park, with easy access from the main park entrance area and parking. The trail links the various aspects of the Parks natural environment, the park ammenties, the Upper park trailheads, and the informal activity areas. It provides a glimpse of the variety of natural environments in the Park including: Bigrock, sunny grasslands, shaded creek-sides, and wooded hill slopes. Recommended trail width is a 5-6 feet, with access and ammenties appropriate for all park users (incuding mobility impaired users) approximately 800' of new trail construction would be required

2. Deer Rock Trail

Deer Rock trail is a proposed, "walking trail", which begins at a new trailhead in the Lower Park and climbs through a variety of park terrain, to the current intersection with the popular, Ridge Trail on the San Rafael Ridge Preserve. The steepness of the trail does not exceed 15% grade. A small bridge or stream ford is required, in order to cross East Creek-an intermittent stream. The existing trail from the SRP parking lot to the top of San Rafael Ridge is severly eroded and extremely steep and should be closed. The old trail

route should be blocked to discourage use, stabilized and revegetated. Approximately 1600' of new trail construction would be required

3. Sun Valley Trail

This user-made trail should be improved and rerouted so that it directly links a new trailhead in the Lower Park with the "Sorich Park Trail"-a designated trail on the MCOSD Preserve. The recommended route coincides with the existing user-made trail in SRP. Prior to construction or improvement of this trail, planners should confer with MCOSD, regarding the connection. The improved trail is designated combined-use, for walkers and equestrians; which is analogous to the designated use of the connecting MCOSD trail (Sorich Park Trail). Approximately 500' of new trail construction would be required

Additional Trails

4. San Anselmo Trail

This existing trail follows an old ranch road from the Ridge Trail on the MCOSD Preserve down to San Francisco Boulevard. It is steep and very popular with walkers from San Anselmo. The San Anselmo trail is the only trail in the park that can currently be used, legally, by mountain bike riders. Equestrians also use the trail. In addition, the road functions as a firebreak and emergency vehicle access. Currently, all user access to the bottom of the trail is across private property (see Existing Access). The existing road surface is in need of maintenance.

Continued use and planned improvements of the San Anselmo Trail are most problematic of all trails. The key issues included: trespass, neighborhood park access, environmental damage, and multiple-use. Five options (4a,4b,4c,4d, and 5) for improvements were discussed in the public workshop, where consenus on some issues was established. The options and their impacts are listed below, recommendations follow. The impacts of a *sixth* option: that is to leave this trail, or any other trail, as it is, are outlined above( ).

4a. Discontinue Access to San Anselmo Trail

Attempts could be made to discourage access to the existing San Anselmo Trail from the neighborhood, at San Francisco Blvd. and the SUBUD parking lot. Barricades and signs could be erected at these unofficial neighborhood access points and on the ridge

at the Park/Preserve boundary. Portions of the unpaved road surface could be revegetated. Trespass could thus be limited. However, it is likely that walkers would continue to use the private access, unless it was thoroughly blocked. Only access to mountain bike riders and equestrians would be restricted by these efforts. Complete closure of the trail and limiting neighborhood access would run counter to Town policies and the "community" goals for SRP. The capacity to manage fire hazard would also be reduced.

4b. Improve "SUBUD Access" to San Anselmo Trail

Improvements could be made to upgrade the popular user-made access to San Anselmo Trail, at the rear of the SUBUD parking lot. The Town would first need to obtain an easement across the parking lot from Sacramento Ave. to a new trail head. The route of a new trail would either: leave the west end of the parking lot and climb out of the rock cut in a series of steps or a ramp; or continue west around the rock cut and up the slope, above the rock cut, to join the road. It is estimated that about 50' of trail construction would be required in the first case including a significant amount of engineered rock work. Approximately 100' of trail would need to be built in the second case. In either case, appropriate multiple-use access improvements, ORV barriers and regrading of the road would also be required.

Impacts of these improvements include: a steep trail; the need to obtain an easement from SUBUD; a potentially complex and expensive engineered solution, particulary if multiple-use is to be assured; and additional parking conflicts at SUBUD parking lot. However, popular current use would be assured; multiple use goals could be met and environmental damage could be mitigated.

4c. Improve "San Francisco Boulevard" Access to San Anselmo Trail

Access and trail connections to the San Anselmo Trail could be established across a narrow strip of public park land, between residential lots at 405 and 500 San Francisco Boulevard. The route of a new trail would leave the street and pass between the trees, equal distance from the lot lines of each residence, to join the end of the exising trail just beyond the end of the private drive at 500 San Francisco Boulevard. It is estimated that approximately 50' of new trail construction would be required; in addition to a short flight of ramped steps, in order to meet the grade change. The existing trail would need to be regraded to eliminate drainage problems. Design of this neighborhood access and trailhead must be integrated into the residential appearrance of the street. The trail itself would be screen from the residences with plantings and privacy fence to match resdidential landscaping schemes on either side. Signs ,ORV barriers , and access improvements

would be located off the street in order to maitain a low key appearrance and not "attract" users.

Impacts of these improvements include: Potential intrusion on residential privacy, particularly if multiple-use trail access is permitted; parking conflicts with on-street residential parking (county maintained road); narrow zone for multiple-use (equestrians and/or mountain bikers); and hazardous outlet to street for multiple-use. However, these trail improvements would alleviate trespass; impliment use of public land for public benefit; meet multiple use trail goals; and mitigate environmental damage.

4d. Re-routed San Anselmo Trail (West Creek section)

The re-alignment of the lower portion of the trail from the West Ridge along a new segment of trail, through the oak woodland to an intersection with the Deer Rock Trail, avoids the difficult neighborhood access issues outlined in the three previous options. This trail re-alignment completes a trail loop from the Lower park to the ridge and back; such a loop is currently, very popular with walkers at SRP. The lower 300' of the San Anselmo Trail over the old ranch road is closed to all recreational traffic and ORV barricaded at both ends. The re-alignment requires approximately 400' of new trail construction.

The re-aligned San Anselmo Trail, from West Ridge to Lower Park, is designated dual use for equestrians and hikers only, due to space limitations and safety considerations of the steep grade on the Deer Rock Trail. Therefore, unless the lower portion of the old road is opened to mountain bike riders and appropriate access improvements made at SUBUD or San Francisco Blvd., the entire trail from the Park/Preserve boundary on the Ridge, must be closed to bikers, because there is no safe, legitimate outlet.

Access to the old road from the Park/Preserve boundary would be maintained for emergency, fire and maintenance vehicles and the road surface adequately maintained.

These improvements to the San Anselmo Trail would have the following impacts: mountain bike riders are denied access to the Park, unless additional improvements are made on lower portion of old San Anselmo Trail, or elsewhere in the Park; increased likelihood of illegitimate trail use by mountain bikers; and increased construction and maintenance cost for dual-use (equestrian/hiker) segments of the San Anselmo and Deer Rock Trails. Positive impacts include: alleviate trespass and illegitimate access; improve popular trail route; improve capacity to managed fire hazard; and mitigate environmental damage.

5. Sacramento Ave Trail (Seminary Trail)

This new trail extends from the re-alignment of the San Anselmo Trail on West Ridge, through oak woodland, to the existing unimproved, official direct neighborhood access at Sacramento Avenue/Carmel Way. Approximately 1200' of new trail construction is required along this alignment. Standard access improvements (ORV barrier, appropriate multiple-use improvements and signs) are required at the new neighborhood access and trailhead. This trail alignment connects with the route of a Town trail to Santa Barabara Avenue, proposed in the San Anselmo General Plan; and it provides excellent "low-key", park access from the neighborhood.

From the intersection of the San Anselmo Trail, the new trail route is designated for dual use of hikers and mountain bike riders. The limitations of space and the desire to minimize impact on the neighborhood preclude the design of a combined use trail for all park users (equestrians, mountain bikers and hikers) along this route. The new park access will improve the capacity to manage fire hazard along this area of critical fire danger.

Impacts of these improvements include: increased use of the park from the neighborhood access point; reduced trespass at other illegitimate access points in the neighborhood; improved multiple-use access to the park; and enhanced capacity to manage fire hazard.

Recommendations

1. Establish a limited system of trails within the park that meet reasonable, multiple-use demands for recreation and safety (Policy 2.A.4). A new hierarchy of trails includes:

   a. Exploration trails: coincident with existing user made trails: maintained only to prevent erosion.

   b. Walking trails: smooth, unpaved graded trails, approximately 18" to 24" wide.

   c. Multiple purpose trails: fire roads and service roads which provide links to other trails and existing MCOSD roads for all users: maintained for adequate emergency access and drainage.

   d. Dual-use trails: single track trails for the dual use of hikers and equestrians, or the dual use of hikers and mountian-bikers**, as posted, minimum width 48"). ** note: No consensus was reached on the specifics of mountain bike access. The mountain bike access policies are recommendations of this planner and not those of a community consensus.

2. Prior to construction of trails, or other disturbance or covering of a substantial amount of ground, surveys for archaeological artifact and sensitive plants should be conducted (Policy2.D.9).

3. Trails should be constructed within the "corridors" indicated on the Trails Map. Slopes should not exceed 15% on new trails. Specific trail design plans will be required for each trail. In general, trails should be designed to meet the MCOSD trail standards. An excellent technical reference for trail construction, vegetation clearances, drainage and stream crossings is "A Trail Manual for the EBRPD (Olson and Holm,1976).

4. Construction of the trails and neighborhood access described above should proceed according to the following priority list.

   a. Construct the Loop Trail: a relatively flat loop trail for walkers, in Lower Park. Provide adequate access and negotiable grades (no greater than 8% with 5' landings each 30') on the Loop Trail. (option 1)

   b. Construct the Deer Rock Trail: a hiking trail to the ridgetop from Lower Park, through woodland and grassland. (option 2)

   c. Re-route the San Anselmo Trail: a dual-use (equestrian and hiker) trail from the ridge top, down West Ridge, to Lower Park. (option 4d)

   d. Discourage unofficial trail access across SUBUD parking lot, with timber rail fence and low rail ORV barricade. Post boundary between Park and private property with an official sign. Signs should be small and unobtrusive.

e.Discourage trail access between residences on San Francisco Boulevard. with ORV barricade. Locate the barricade beyond the first line of trees or shrubs. so as not to "draw attention" to this unimproved public access. Post boundary between Park and private property and remove any encroachments from public lands.

f. Close the lower portion of San Anselmo trail ranch road to recreational users. Post the road as "Official Use Only, No Outlet" at either end. Maintain the access. drainage. and road surface for emergency and maintenance vehicle access only.

g. Construct the Sun Valley Trail: a dual-use trail (equestrian and hiker) from Lower Park. across MCOSD preserve .to Sun Valley in San Rafael. (option 3)

h. Construct the Sacramento Avenue trail (Seminary Trail): a dual use trail (mountain bikers and hikers) from Sacramento Avenue/Carmel Way neighborhood access to San Anselmo Trail. on West Ridge. Construst "low key" neighborhood access improvements including: a low rail ORV barricade and appropriate signage (option 5).

5. Limit mountain bike riding to multiple use trails and posted dual-use trails (MCOSD,GP) (Policy 2.A.5)

6. Limit horseback riding to multiple purpose trails and dual-use trails as posted (GP) (Policy 2.A.6)

7. Prohibit motorcycle and off road vehicle access to the park. Construct adequate low rail barricades at the following entry points: Sacramento Avenue. SSUBUD parking lot. private drive at 500 San Francisco Boulevard. parking lot terminus. Confer with MCOSD on cost sharing for this improvement. (Policy 3.B.3)

8. Connect new trails with trails in Town General Plan and trails on adjacent public lands. (Policy 2.A.7)

9. Post a standard sign at all trailheads in the Park and at appropriate locations on the Park perimeter where SRP trails connect with regional trails. Signs should incorporate a logo and state that the area is open for public use. permitted and prohibited uses. and provide contact telephone numbers for emergency and information and volunteers. Destination of the trail should be indicated.

10. Standard access improvements at each trailhead should include: an ORV barricade, a standard sign (as above). and barriers (gates, or styles) to equestrians and/or mountain bike riders where appropriate. Non-permitted users should be re-directed to appropriate user areas or access points, elsewhere.

11. Plan trails through a variety of terrain, recognizing valued aspects of the Park (Policy2.A.9)

12. Avoid impacts of trails on ecologically fragile and geologically unstable areas. (Policy2.A.10)
13. Design trail alignments to discourage "short cuts", that cause erosion and loss of vegetation.
14. Minimize impact of improvements on Park neighbors and the community. (Objective3.C.)
15. Provide resting/seating places (e.g. split log benches) at trailheads and periodically (approx. 400' intervals) along walking and multi-purpose trails (Policy 2.A.11).
16. Provide interesting destination points or vista points periodically (approx. 400') along trails.(Policy 2.A.12)
17. Provide secure bicycle parking inLower Park.(Policy 2.A.13)
18. Close and revegetate all trails that are eroding.(Policy 2.D.3)

Proposed Ammenities and Appropriate Use

Sorich Ranch Park is a quiet neighborhood park, an open space and a gateway to an "urban wilderness". The Park invites informal recreation, exploration and relaxation. The essential nature and make up of a park is defined in terms of its intrinsic values. These values are expressed in the appearrance and function of the place: they include natural aspects of the site and its relation to the adjacent community, as well as the character of existing facilities and their relation to the needs of park users. Uses of a park that capitalize on these intrinsic values contribute to the enjoyment of users, the identity of the place, and appropriateness or the activities. Intrinsic values of SRP include:

-the quiet park, and a landscape of the rural past ;
-an diversity of native plants and animals;
-wild woodlands at the edge of Town;
-panoramic views of Town, Ross valley, Mt. Tamalpais, and San Francisco Bay;
-monolithic rock outcrops thrust up through steep open grasslands;
-hidden valleys and shady woodland rooms of native oak and bay trees;
-close up views of nature; the seasonal wildflowers;
-historic sites of dairy and ranch,
-glimpses of the wildfire history,
-trickle of water from perennial springs.

Goals

The goal of this Plan is to recommend appropriate uses and site improvments that correspond to the "community goals" and Town policies for SRP. The "community goals" emphasize the Concept of "a quiet gateway park and open space, which captures for all

townspeople the benefits of a landscape of the rural past and a natural environment of woodland hills, grasslands, hidden canyons, and creeks close to the heart of Town". The major goals of the Plan are:

-safeguard and emphasize the intrinsic values of the Park through park management and site improvements.

-promote activities that are compatible with the community Concept and the maintenance of intrinsic values.

-meet some of the park and recreation needs of townspeople, while ensuring nonconsumptive use of park resources. Emphasize passive recreation and provide for current use if it is appropriate.

Options

"Leave things as they are"

One option for the management of park use and ammenities is to continue the current practices of not interfering with generally, legitimate park use and maintain the limited existing facilities. Park use currently includes: hiking, walking, taking in the views and nature, running, dog walking, informal play, moutainbike ridirng, horseback riding; illicit campimg, "cruising", and auto maintenance (see Character of Park Use). The existing facilities include two picnic tables ,a litter barrel, an informal parking area, an ORV barrier, and a park sign.

The impacts of continued current management would include the following.

-continued demand for park use and programs in Town

-continued deficiency of park facilities and programs reported in 1989 Town general plan .

-increased conflicts between interest groups over the use the more accessible areas of the Park.

-continued unsafe play conditions around Bigrock.

-limited access for mobility impaired park users.

-limited attraction for non-atheletic persons and seniors.

-continued illegitimate use of park

-increased soil erosion and damaged to natural resources

-no additional burden on Towns immediate financial or human resources.

Appropriate Park Use

The following section describes a program of landscape improvements and defines some policies for appropriate use of the Park. The recommended improvements are small-scale, low impact, low maintenance features, the majority of which are located in Lower Park. Less than four out of the total 64 acres of park land is impacted in the proposal and most of that is restoration of native plant and relocation of the parking area. Improvements in Upper Park are limited to minimal trail developement and restoration of habitats and natural systems. Upper Park should continue to be a place to reflect on nature; walk alone or with a friend, away from Town and other park settings.

Multiple Use

Management of SRP should promote pedestrian uses. The riding of horses or mountain bikes is appropriate but should be limited to the posted trails or roads (see Access and Trail plans).

Passive Recreation

Passive recreation activities for individuals or small groups that draw on the intrinsic values of the Park should be promoted. The majority of community members polled felt that, facilities for active recreation, which might attract large groups or could currently be pursued at other parks in Town, were not appropriate for SRP. Opportunities for non-atheletic use of the Park ought to be promoted. However, active use of the trails by hikers, walkers, runners, equestrians and bike riders should be provided for in the Plan (see Trails and Access Plan).

Dog Walking

The opportunity for responsible dog owners to exercise their dogs at SRP should be maintained. Following public discusion of options, among representatives of several interest groups and following the assessment of community opinion on the issue, a specific dog use policy was established. The recommended policy is consistent with the current

official policy for dog walking on the MCOSD preserve that surrounds SRP, a very popular area for dog walking. The County policy states:

> 1.120 Dogs and other animals: Dogs and other household animals are allowed within the District, provided, however, that the owner, keeper or person exercising the animals shall keep his animal under control at all times, and must not allow his animal to enter restricted areas of the District open space lands, and must not allow his animal to interfere with, bother, or harass open space users, or other animals or wildlife. *Marin County Open Space District Code*

The recommended Sorich Ranch Park policy was agreed to in the public workshop on March, 17, 1992 and affirmed at all subsequent meetings. The policy reads:

> Throughout SRP(lower and upper areas) allow dogs off-leash, but under owners control and away from wildlife or sensitive ecological areas (e.g.springs). AND In Lower SRP area, require owners to remove their dog's litter (feces) immediately. Pooper-scoopers shall be provided in Lower Park.

The exercise of dogs in the Creek-side picnic area, around picnic tables elsewhere in the Park, and the Park entrance areas should be prohibited. Small signs to notify owners of the SRP policy should be posted at the entrances to popular use areas, at the trailheads, the restricted areas, and at litter barrels.

"Debris Day" Activities

The bi-annual "yard debris" day held at SRP, on the public works staging area should be phased out. It is the view of most residents, particpiants in the public workshops and some committee members that the activity is inefficient and its impacts on the neighborhood and Park are unacceptable. The activity may, infact , promote illegal dumping at SRP during other times of the year. A "green cans " program for curbside pick-up of the yard debris, proposed at a advisory committee meeting in 1992, should be implimented (see Adjacent Land Uses).

Proposed Ammenities-Site Improvements

This program of site improvements along with the recommended improvements for Access and Trails will satisfy some of the unmet park and recreation needs of townspeople, particularly children and seniors. The recommended site improvements will have the following additional impacts.

-address the concerns of Park neighbors.
-guarantee access for mobility impaired persons.
-make SRP inviting and safe.
-protect Park natural resources.
-discourage illegitimate use.
-minimize visual impact through use of native plants and site sensitive design.
-promote visitor awareness of environment.
-limit impacts on the community and the park neighbors by promoting low maintenance improvements, use of drought tolerant plants, and implementing improvements only at such time that maintenance is available
-additional burden on Towns immediate financial and staff resources.

Seating Areas

A variety of opportunities for sitting in the sun or the shade of would enhance use and enjoyment of the Park for all park users, particularly non-atheletic persons. Ideally shade should be provided by trees and large tree-shrubs, but a small, timber shade structure would be appropriate and serve the purpose until vegetation matures.
Benches of tables should be located in three general locations:

-at or near entrances and at trailheads in order to enhance social interaction.
-distant from popular use areas for quiet enjoyment of the park.
-adjacent to popular use area to afford the opportunity to watch activities and others.

Trial-side seating

Along trails in Upper Park benches, simple split logs, or log rounds should be provided approximately every 400' for resting walkers. They should be located at a view point or focus on some object of general interest.

Group Seating

A small group seating area would serve the purpose of small groups of visitors or school children who wish to meet in the Park. An informal circle of log rounds or timber benches, located away from the popular use areas would be adequate. Several sites in the Park could accommodate such a seating ring set into the contour of a hill or bank.

Picnic Tables

Additional seating for small groups or individuals should be provide with picnic tables. The two existing tables in the Creek-side picnic area should be maintained. Other tables should be located in sun and shade, on the terrace and near the Bigrock (a popular area for children and their parents). All picnic tables should be located in areas of low fire danger (graded pad of compacted earth), and provided with litter barrels. Public opinion indicated that large group picnic areas were not appropriate for SRP.

Toilet and Drinking Water

A portable toilet ought to be provided on a trial basis. The facility would enhance Park user comfort, possibly extend the length of Park visits, and promote legitimate Park use. The facility should be wheel-chair accessible. It could be located,temporarily, at the edge of the proposed parking lot, and should screened from direct view from popular use areas.

The installation of a drinking fountain was a popular suggestion with those people surveyed. The closest municipal water connection to the Park is at the Corporation yard, directly opposite the existing Creek-side picnic area. It would be feasible to extend a waterline from the yard straight out to the picnic area, under the entry road. The facility should also be universally accessible.

Play

Todays highly structured playgrounds are imprisoning our children, stifling their abilities to discover and learn. The opportunity to enhance a safe unstructured play environment, the type experts agree must be reintroduced into the lives of children, is afforded in the proposal to relocate the existing parking lot away from the Bigrock area. The Bigrock has intrinsic value to the Park as a landmark and popular, informal play environment. The proposal, detailed in the Access-parking option, will provide a safer play area and enhance the overall value of the Bigrock.

In Lower Park, the creek and its banks are also attractive play environments. In fact, the most popular elements that children want in a park are sand and water. Safe play

and the stability of the banks can be provided by focusing play activity at a particular section of the creek and limiting access elsewhere. Convenient creek access could be provide at two sites in Lower Park, near the rocks which outcrop in the existing picnic area and at the point where the proposed DeerRock trail crosses East Creek. Creek banks are not steep at these sites and access is relatively safe. Openings in the creek-side vegetation, 8-10 feet wide should be maintained but herbaceous ground cover should be cultivated in the area to promote stable banks inlight of potential for active use of the areas. Elsewhere, creek-side vegetation should be promoted to improve bank stability and deter access to steep banks.

The steep slopes of the old dump area should also be revegetated with a "barrier planting" scheme of tall shrubs and poison oak in order to discourage access and use as a play enviroment.

Information/Interpretation Panel

A small, low key information panel located near the pedestrian entry or main trailhead would enhance the visitors experience, promote safe and legitimate use area. At a minimum the panel should provide an orientation and trail map, park rules, and emergency contact numbers. In addition space could be provided for:

-notices regarding park and open space events (e.g. town meetings, interpretive walks, volunteer days, etc.).

-changing series of notes on Park ecology or history, Park maintenance and volunteer programs.

All elements of the interpretation should be universally accessible. A graphic (nonverbal), or interactive element would better engage children, much like the existing Park relief map does.

Interpreted Native Plants

The need to revegetation of portions of the Lower Park is an excellent opportunity to demonstrate the variety, utility, and beauty of regional native plants. Throughout the Lower Park some specimens of native plants could be identified or keyed to an interpretive brochure available at an information panel, the Parks Department or the library. Emphasis should be placed on plants that tolerate drought, retard erosion, reduce fire hazard, and are appropriate for local residential landscapes. A loop walk through the revegetated area would provide an interesting excursion.

Environmental Exploration Trail

A self guided trail of subtle clues and guideposts would stimulate exploration of the Park and enable the visitor to interpret some of the natural history of the Park. This and other similar interpretive site improvements are described in detail in the Interpretation Plan.

Phased Implementation

Gradual implimentation of these site improvements is a third management option. The comprehensive phasing plan, included in the Appendix of this report, will reduce the major impact of these site improvements, the fiscal impact.

Recommendations

ccording to greatest likelihood of satisfying the needs and concerns of the Town and potential Park users. The improvements suggested in the "community goals" are incorporated in this list.

1. Provide a safe informal play space around Bigrock. Remove asphalt circle drive around Big Rock area and revegetate the area as the main Park entry. Relocate parking to a portion of the the existing staging area. (Policy 3.A.9)
2. Provide adequate social seating opportunities for wheel chair-bound park users. (Policy 4.D.2)
3. Provide universal access to basic services and information. (Policy 4.D.2)
4. Provide a variety of seating areas in the sun and the shade of Lower Park. Quiet areas, as well as, social seating areas near the entry, trail heads and activity areas. Shade provided by plantings or an appropriate timber structure. (Policy 3.A.7)
5. Provide resting/seating places (e.g. split log benches) at trailheads and periodically, at approx. 400' intervals, along walking and multi-purpose trails.(Policy 2.A.11)
6. Locate picnic tables at Creek-side.in low fire danger areas at Bigrock area, on terrace in Lower park near view points. (Policy 3.A.8)

132

7.Provide an information and interpretation board. A small, low key, information panel, located near the entry or gateway to trails, that provides: orientation and trail map, park rules and emergency contacts, park ecology and history notes (keys to environmental clues regarding plants, wildlife, fire hazards, geology, etc.). (Policy 3.A.3)
8. Plant a native plants "demonstration" area. A small, low key, planting area that demonstrates the utility and beauty of Marin native plants. Locate it on the currently, barren terrace area and structure it as a transition into the natural Upper Park/open space. Incorporate the Lower Park loop walk into the planting area. (Policy 3.A.4)
8. Provide a portable public toilet on a trial basis, locate it at the edge of the proposed parking lot and screen it from view. (Policy 3.A.10)
9. Provide a drinking fountain in Lower park. (Policy 3.A.11)
10. Provide a small group seating area: informal seating on log rounds or timber benches, located away from public use areas and fit to the contour of a hillside. (Policy 3.A.5)
11. Promote opportunities for safe imaginative play in the Lower Park at Creek-side and Bigrock. (Policy 4.B.1)
12. Design a self-guided "nature" trail with only subtle clues to help visitors interpret the natural and environmental character of SRP. (Policy 4.B.4)

The following policies regarding appropriate use of SRP are recommended, other policies pertaining to multiple-use are detailed in the Trails, Access, and Fire elements of the management Plan.
1. Promote activities that are compatible with the community "Concept" and intrinsic values of the Park (e.g. trails, nature, passive recreation). (Policy 1.A.2)
2. Accomodate those who walk their dogs in Upper and Lower SRP with a policy consistent with MCOSD policy Throughout SRP (Lower and Upper areas) allow dogs off-leash, but under owners control and away from wildlife or sensitive ecological areas (springs). AND In Lower Park, require owners to remove their dogs litter (feces). Pooper-scoopers shall be provided in Lower Park. (Policy 4.E.5)
3. Prohibit camping in the park. (Policy 6.A.8)
4. Prohibit hunting and removal of natural resources from the park.
5. Advocate for a study to re-design the "Yard Debris Day" activity at the staging area, investigate possible community composting at the site and curbside pickup of "green cans". (Policy 2.E.)
6. Promote recycling in the park. (Policy 5.A.6)

133

Visual Resource Management

The community of San Anselmo owes much of its special character to the visual qualities of the surrounding, undeveloped ridgetops, including SRP. Many of the Park's intrinsic values are expressed in its appearrance and views of it from the town. The San Anselmo General Plan establishes a conservation zone across the "Ridge Zones" surrounding San Anselmo and states that "visual qualities and view potential of both natural and manmade settings shall be of equal consideration with other features in project view".

Goals

The goal of this plan is to maintain and enhance the Park's visual resources and capitalize on their intrinsic value. "Community goals" for SRP are incorporated in this Plan.

Recommendations

1. Preserve panoramic views and views of town landmarks from popular view points in the Park.
2. Make views toward the Corporation yard visually compatible with the Park setting by using evergreen plantings, fencing and/or removal of visually disturbing buildings, as stated in General Plan (Policy 2.E.2).
3. Make low impact site developements at SRP, in accordance with "Ridge Zone" policies of the General Plan.
4. Refurbish existing Corporation yard buildings with materials and a paint scheme that reduces their visual impact and reflects their historic connection to Sorich Ranch. (Policy 2.E.3)
5. Design and construct a small-scale, inviting park entry and pedestrian access at the main entrance, to visually integrate the park into the neighborhood and discourage illegitimate uses. (Policy 4.E.2).

134

Park and Open Space Management

Goals

Current management practice at SRP is summarized in the Site Inventory (park management and planning). The San Anselmo General Plan contains several goals and objectives, summarized in the Inventory, stating that park and open space resources are to be provided for the public, protected, maintained and restored to natural states if necessary. In particular the General Plan states that:

- "open space preservation shall be coordinated to created the greatest possible benefit and the least environmental damage".
- "there are currently (as of 1989) deficiencies in the park programs, which should be remedied by public acquisition program".
- "the town and county intend to cooperate in preserving contiguous open space area in the San Anselmo planning area and each agency should refer any development in its area to the other.

"Community goals" for SRP, developed in this planning process, reflect these Town policies. The "Community goals" state that "future design and management decisions for SRP should be based on this Master Plan, derived from the study of site factors, community concern, visual qualities land uses (Objective 2.A.). Furthermore, in order to address the community's park and recreation needs, which can not resonably be met at SRP, the "community goals" state that "a general study of San Anselmo park and recreation resources be undertaken" and a master plan for parks and recreation be completed.

The Town policies and "community goals" are shared by the Master Plan for SRP. It is a goal of the Plan to recommend improvements in management, as well as site specific plans for enhanced enjoyment of the Park. Implementation of these recommendations will help overcome some of the "deficiencies" by improving recreation resources at SRP and access to surrounding county open space. The Plan has been developed in the context of the existing system of town parks and focuses on the intrinsic values of the SRP site.

Options

Continue Current Management

Until recently, management of SRP has been relatively passive. The park and open space have been left undeveloped and serve, primarily, as a little-used neighborhood park and visual backdrop to the Town. Management practice has not met some of the goals and objectives adopted in the revised General Plan (1989). For the most part, management has been reactive responding to erosion problems, fire, etc.. Some possible reasons for the lack of active management in the past may include:

-demand for park programs and recreational opportunities was met through existing facilities.

-lack of funding and staff to support a more active management.

-open space issues had no active constituency or community advocates until the organization of the SAOSAC.

-management and planning for SRP is currently the joint responsibility of the Parks Superindentent and two citizens advisory committees: Parks and Recreation, and Open Space.

Open space is not a static resource, it requires active maintenance just as any other park facility. Without some committment of resources, the problems identified in this report will only become more serious and more expensive to remedy.

The option of continuing the current management practice is not a viable option given the existing and potential problems outlined in this report.

Sorich Ranch Park Master Plan

The master plan establishes community-based goals and makes professional recommendations for site improvements and management of Sorich Ranch Park. A community-based effort to implement the plan will require the consideration of the issues outlined below. This stage of the process should continue to provide opportunities for the community's participation in planning, fund-raising, construction, planting, maintenance, interpretation and stewardship of the Park (Policy 7.A.1). The Parks and Recreation and Public Works Departments should continue to provide technical support to the advisory committees on the issues and oversee the implimentation and maintenance. Technical notes on the implemention of some specific improvements or programs are included in the Appendix.

1. Cost

An estimate of the cost of the major recommendations of the Plan is beyond the scope of the original project proposal. Some of the recommendations would fall under a normal on-going maintenance program others are clearly capital improvements. Many of the recommendations are for policy changes that would entail little if any fiscal impact. Over the long term, many others would result in savings of resources and possibly, lives in extreme cases.

In order to reduce the direct impact of implimentation of the Plan the recommendations of each element of the management plan have been prioritized and a phasing plan is included in the Appendix. Other means of keeping the costs down include:

-promote active involvement of citizens and interest groups in all aspects of the project.

-promote active coordination with MCOSD throughout implimentation of the Plan

-seek outside funding and technical assistance from governmental agencies, non-profit organizations, local business and individuals.

2.Committee for Sorich Ranch Park

A committee of active, interested citizens, to include members of the Parks and Recreation Commission and Open Space Advisory Committees, should be organized in order to:

-raise funds and build community support for the Plan.

-coordinate implimentation of the Plan

-establish widespread opportunities for individuals, and existing organizations to participate in the implimentation phase and subsequent stewardship of the Park. This volunteer group would be known as Friends of Sorich Park.(Policies 7.A.4.&5.)

3. Coordination

Town policies state that "management of the parks and open space should be coordinated with the managment of adjacent public properties". An objective of the "community goals:" for SRP is to promote active coordination with MCOSD (Policy 2.E.8). This report recommends such coordination with MCOSD and owners of private land adjacent to the Park on almost every major management issue including: fire hazard,

vegetation, wildlife, erosion.and trails.and access. Cost sharing arrangements for some of these coordinated improvements should be pursued. In fact the management plan for the adjacent MCOSD preserve includes some such cost sharing proposals.

4. Funding, Assistance and Volunteers

Funding and assistance with the implimentaion of various aspects of the Plan could be obtained from a variety of sources. A community based project, such as this, may qualify for some unique sources of support. Grants are one source of funding. The San Francisco Foundation has excellent resources for doing grant searches. A list off some places to turn for assistance is included in the Appendix. Local businesses and residents may be willing to donate materials or assistance. Additional technical assistance may be avaliable from local environmental groups and service organizations.

Volunteer may be recruited from local service organizations including S.A.V.E., S.A.Y..E.S., and C.L.A.S.S., local schools, churches and youth groups. Every effort should be made to promote participation of community members in the project. An excellent approach would be to sponsor monthly "Sorich Ranch Park Days", at which the public could "get in touch with the park", through work projects, and interpretive events. "Community goals" for participation include:

1. Encourage citizen participation in planning, design, construction, planting, maintenance and interpretation of the park.(Policy.7.A 1)
2. Establish an active, volunteer community group, in order to encourage stewardship of the final plan, its implementation, and the future of the park.(Policy 7.A.4)
3. Encourage involvement of existing community groups and service organizations in the stewardship of the park, particularly: S.A.V.E., S.A.Y.E.S., C.L.A.S.S., San Anselmo Open Space Committee, Park and Recreation Commission, and Historical Commission, as well as schools, churches and scout groups.(Policy 7.A.5)

5. Phasing and Priorities

In order to limit the impacts of park improvements on the neighborhood and the community resources; and address the most pressing problems with the available resources, a phasing plan for implimentation of recommendations should be adopted. A suggested plan is included in the Appendix. In addition ,several elements of the Management Plan also contain prioritized lists of recommendations.

The phasing plan is only a suggestion, as there are many variables that might alter the proposed schedule. However, the sequence of improvements is sometimes critical; for example, any significant regrading or drainage problems should be dealt with, before an area is revegetated. The unphased projects are no less important than those included in the Phasing Plan, they are generally, less urgent.

Implementation Recommendations

The "community goals" for implimentation of the Master Plan included:

1. Guide improvements with a phasing plan. (Policy 3.C.3)
2. Limit public promotion of the park. (Policy 3.C.1)
3. Implement improvements at such time when maintenance is available. (Policy 3.C.4)
4. Promote low maintenance improvements.(Policy 3.C.5).
5. Project shall not overburden the town water supply. Irrigation shall only be required to establish vegetation (max. 3 years after planting). (Policy 3.C. 6)
6. Implement improvements and monitor impacts with assistance of community volunteers. (Policy 3.C.7)
7. Establish a program of regular maintenance by staff and community volunteers. Consult with local environmental groups and service organization for assistance with implementation of planting (e.g. CNPS, and Marin Re-Leaf). (Policy 6.A.6)

Adjacent Municipal Land Uses

Portions of the Lower Park and land adjacent to it have been, and in some instances continue to be used for staging public works projects, municipal dumping, and yard debris transfer(i.e.Debris Day Activities). These municipal land issues conflict with the adjacent park uses in terms of safety and esthetics. Furthermore, the public works are objected to, locally, for their perceived impacts on the neighborhood and potentially serious impacts on enviromental quality. The continued use of the dump is of particular concern for its impact on the adjacent stream, which eventually flows into San Anselmo Creek at the "Hub".

The majority of those polled in the community questionnaire and the "community goals" crafted in the public workshops state that further study of these activities should be

undertaken and if studies warrant it, then they should be phased out at the current site adjacent to the Park. The "community goals" state that:

1. A study be undertaken to phase out use of current public works staging area and integrate area into plans for SRP.(Policy 2.E.4)
2. Advocate for a study to discontinue use of the dump, stabilize and revegetate the slopes of dump with native plants.(Policy 2.E.6)
3. Advocate for a study to re-design the "Yard Debris Day" activity at the staging area, investigate possible community composting at this site and curbside pickup of "green cans".Policy (2.E.7)

Acquisition

A stated objective of the Open Space element of the General Plan is to establish a program in conjunction with the county and adjacent municipalities for the acquisition and preservation of priority open space properties. Several undeveloped parcels, adjacent to SRP, have been targeted for acquisition. This objective is reiterated in both the "community goals" (Policy 2.E.1) and the Master Plan.

Safety

The final goal of the management plan, adapted from the "community goals" is to make the Park safe, as well as inviting, for park users and nearby residents. The plan for fire hazard management addresses the critical issue for many nearby residents. Safety should also be promoted through park design and maintenance. The recommendations include:

1. Make rules and appropriate/intended use of park elements evident in design of the park.(Policy 6.A.1) Minimize the use of signs, make them unobtrusive.(Policy 6.A.2)
2. Include enforcement codes and authority on all necessary signs.(Policy 6.A.3) Post hours of legal park use, and phone numbers for assistance and emergency.(Policy 6.A.4)
3 Design of all features should reduce potential for loss due to vandalism.(Policy 6.A.5)
4. Establish program of regular maintenance by staff and community volunteers.(Policy 6.A.6)

PARK SITE DESIGN

Introduction

The proposed Site Design for Sorich Ranch Park and objectives which act as a framework for the design, are presented in this section. It is the intent of the site design to match the park an recreation needs of the community and potential users with the recommendations of the Management Plan and arrive at a design and spatial arrangement of places, in which appropriate activities could occur. The design process was guided by the following:

-a detailed assessment of site opportunities and constraints;
-descriptions of appropriate activity settings;
-landscape architectural design principles;
-and the vision of the community who participated, throughout the planning and design process.

The objectives of the Site Design are captured in the statements of the "community goals" for SRP.

-safeguard and emphasize the intrinsic values of the site.
-maintain and enhance open space character.
-promote park users awareness of nature and environmental issues.
-design low impact, landscape improvements for passive recreation, in order to meet recreation needs of the townspeople, including: trails, seating, parking, safe play areas and access.

A site design defines and shows graphically the general spatial arrangement of use areas. Restraint is stressed in this design; it is felt that this approach is best for the sensitive site and in light of the Town's limited resources.

The structure of a site plan and the choice of materials are important in creating a "sense of place", as well as providing order for the elements that compose the Park. Structure marries all the outdoor rooms together. The site plan is divided into six outdoor rooms, each is described in the following paragraghs and illustrations, and indicated on the Site Plan.

The predominant materials used in the Site Design are native plants. Plants are used for the ecological restorations, defining the outdoor rooms/use areas, and providing varied sensory experiences. A planting plan is included in the Appendix.

Good site design should be concerned, not just with solutions to technical problems, but also, with communication and interpretation. This should be the case, in particular, for the design of public parks. Several elements of the design of SRP provide environmental information and could enhance the users awareness of the environment. Opportunities for environmental interpretation are described in the final portion of this section.

Site Plan

Inspiration for giving form to the park site comes from the existing landform, the natural massings of native plants and the concept of the Park as a gateway to the urban wilderness. Guiding the form giving is the goal of creating an interesting, functional, and informative public park, which satisfies the program requirements and capitalizes on the intrinsic values of the site.

Overall, the Park is designed to accomodate a variety of uses and users, with a range of spaces of differing sizes.orientation and potential use. The shape of park spaces is derived from the site's natural and historic landforms. The intended uses are varied, but basically they are pedestrian-oriented, passive recreational activites. The formality of spaces decreases from the entrance to the edges of Lower Park and the open space beyond. A look at the heirachy of space finds, small inviting areas with neighborhood park character near the entrance areas. The structure, scale and plantings are "semi-formal" and the appearrance is recognizably park-like and maintained. Beyond the entrance areas, the character of spaces is more open, and explorable, with the wild and seemingly boundless Open Space beyond The plantings provide enclosure and intricacy, as do the few structures. A simple heirarchical system of paths reinforces the structure from the entrance to the open space trailheads.

Entrance

The Site Plan provides a new auto and pedestrian entrance to the Park. Plantings and re-alignment of the road provide a safer more inviting entry experience for visitors. The traffic pattern is simplified and automobiles are separated from pedestrians by a screen

and border of colorful, broadleaf evergreen shrubs. The entrance itself is framed by attractive native trees and shrubs, opposite the existing redwood grove. A clearly visible park sign invites people in, to enjoy the Park. Traffic going into the Corporation yard is given the right-of-way in the Plan. Traffic headed into the Park must yield, so does traffic leaving the Park. Plantings at the entrance and along the Corporation yard fence effectively screen the Yard from view of people sitting in the Creek-side picnic area.

Creek-side

The proposed 'dg' (decomposed granite) footpath from the Park entrance brings visitors past the Creek-side picnic area, located in the shade of the existing redwood grove. The Site Plan calls for revegetating this area with a variety of lowering shrubs and ground cover that tolerates shade and needs the extra water in the creek-side soils. Access to the creek, here, is designed to be safe and convenient. Steeping stones at the creek banks invite children to play here, within view of their guardians, seated at the picnic tables nearby. At the upper end of the Creek-side area, where the trees and shrubs begin to close-in and the contour swings around, the Plan includes a small seating ring, designed to fit into the bank. Seats of split timbers are designed to encircle a log-round rostrum. The proposed seating circle faces the grassland slopes of the opposite bank and nestles into the landform. From the Creek-side picnic area and the Park entrance, the main footpath leads up along the old "circle drive" and around Bigrock.

Bigrock-Park Gateway

The formal gateway to the Park and Open Space is designed around Bigrock. People who have driven to the Park arrive in the gateway area at the opposite side of the grass meadow in front of Bigrock. At that corner of the Bigrock/gateway area, is a wide landing, paved in "decomposed granite" and lined with native broadleaf evergreen trees. The Plan calls for benches situated along the landing for those who are just dipping into thepark for a moment or are waiting for a companion. A barrier to ORV access is required at this location (also on the threshold of the pedestrian path at the main entrance). A simple, universally accessible gate, fashioned in the style of gates common around California dairies or ranches, would be appropriate. Vehicle access for at this gate should not be necessary. A border of native shrubs, and flowering perennials frame the grassy area in front of Bigrock. The Bigrock area is small enclosure space designed for informal play around the rock, and comfortable seating along the edge of the area in the sun or the shade. The area is an ante-room to the Open space a place to meet a friend and embark on a walk of just a place to sit at the threshold of the Park. The two footpaths, around the

Bigrock area, from the Park entrances lead the visitor past a small information kiosk, under the shade of large deciduous trees in the northeast corner of the area. A low key panel would provide interpretation, information and park rules (described in the management plan). Notices soliciting volunteers to participate in the next project, with the Sorich Ranch Park Volunteers should be posted here.

The trail beyond the kiosk curves along the dark and shaddy edge of the oak-bay forest. On the opposite side of the path is a sunny, sloping border of native shrubs and flowering plants, that can be grown in yards and gardens of San Anselmo. The trail to Deer rock and the Ridge top branches off the main path at this point and dips down across the Creek. From here, a small trail also loops around to the Creek-side picnic area, past some hidden foundations of an old farm building buried in the banks of the Creek.

Sorich Ranch Terrace

The open space character of Upper Park comes down to within reach of all park visitors on the Terrace. From this open grassy area, the panoramic views of Mt. Tamalpais and Bald hill rise over Bigrock and the roof tops of San Anselmo. The oak studded grassland lie across the slopes behind the Terrace. The intended use this area.is for any sort of informal recreation. The loop walk around theTerrace traces the border of native plants, interpreted ,periodically with a guidepost. Seating opportunities on the Terrace tare varied. A timber shade structure situated at the back of the Terrace provides shade until the vegetation matures. The architecture of west Marin barns, dairy farm outbuildings of line shacks might be appropriate analogs for its style. From the vantage point at the proposed location of the shade structure, the brow of the terrace and plantings on the slopes entirely screen the obtrusive view of the Corporation yard. The loop walk around the Terrace is designed to come full circle back to the landing at the park Gateway. However ,another trail to Upper Park branches off the loop walk before it passes the parking lot. This is a dual-use trail for hikers and equestrians, which leads toward the eucalyptus grove and the Sun Valley district of San Rafael.

Parking Lot

The proposed site design provides parking for 10-15 cars at the Park. A new gravel surfaced parking area, screened by California pepper trees (Schinus molle), is located on a portion of the old public works staging area. These trees were chosen for their functional approriateness in the parking lot and cultural significance. They have been common trees around ranches, in the inland valleys of California, for 100's over years.

The re-designed parking lot will discourage drive throughs and enhance a popular, safe play environment at SRP.

Upper Park

Site design in Upper Park is limited to minimal development of multiple use trails and access, and ecological restoration projects (see managment Plan). Trail-side seating in Upper Park calls for simple timber benches of split logs located at approximately 400' intervals along the trails. Seating should focus on a view of interesting element in the park landscape. The site design in Upper Park also includes guideposts, elements of a trail-side interpretation network located periodically along some trails.

Through these modest site improvements and the implimentation of the "community goals " for management, Sorich Ranch Park will begin to significantly enhance and continue to contibute to the quality of life in San Anselmo.

Environmental Interpretation

An interpreted environment is a place, natural or urbanized that is intentionally designed to help users understand something about the place. The ways in which natural environments are interpreted vary enormously: from simple labeling of features or creation of walking trails designed to tell a story of the place: to elaborate reconstruction of some past life or form (Southworth, 1990). Good site design is concerned with interpretation and communication, in addition to resolution of the technical problems. Through environmental interpretation the life, history and meaning of places can be communicated, in order that we can better understand the places where we live and how to manage them more responsibly.

Objectives

Environmental interpretion can serve several objectives; it can provide recreation, heightened understanding and inspire lives; foster proper use of sites; develope stewardship by users; enhance the image of management; and encourage participation. (Regvier, 1988). Ideally, designed interpretive environments communicate as directly as possible, but with the minimum of signs and text; preference is given to visible objects and processes, symbols and icons. These environments should be explorable and accessible: they stimulate curiosity and offer a sense of discovery.

Recommendations

Clues, Symbols and Signs

Several elements of the Park site design could provide environmental information and potentially enhance visitor's awareness of the environment. Signs, symbols and subtle clues could be used to convey information, pique curiosity or focus attention on elements of the environment. Objects and materials that are associated with environmental processes at the Park could also communicate information. The following are some ideas for interpretation that could be developed.

1. Native plants

Use native plants in the planting designs and restoration projects. Emphasis should be placed on plants that are drought tolerant, reduce fire hazard, and are adaptable to local residential landscapes. Some plant specimens should be identified and described on subtle guideposts erected adjacent to the plants (see Guideposts). The Park could thus function, in part, as a local resource for appropriate horticulture.

2. Environmental Exploration Trail and Guideposts

Establish a self-guided trail of subtle guideposts, each located near a natural or cultural artifact, along some trails, throughout the Park. Simple, timber guideposts would utilize graphic symbols to draw attention to a particular element in the vicinity of the post. Symbols could be "routered" into the post and painted. A list of possible subjects and sites is included in the Appendix. A key to the trail-side, graphic clues could be posted at the trailhead information panel, or provided in a take home brochure. This could be a fun, "Where's Waldo" type of experience, for everyone.

Some of the guideposts on the Exploration trail could also be paired with identical posts located among the native plants of Lower Park where the guideposts would included additional horticultural information about the plant (e.g. name, appropriate use, etc.). The native plants guideposts in Lower Park would serve as a glossary for the graphic symbols of plants on the Exploration Trail.

3. Cornerstones of the Sorich Dairy

Partially excavate or restore portions of the foundations of the old Sorich Dairy buildings and intrpret the significance. Foundations of an outbuiding are partially buried in the stream bank in Lower Park. The old creamery building stood at the edge of the terrace area, on the site of the existing parking lot. If nothing can be recovered, then strategic corners of some buildings could be marked with guideposts of concrete or stone, whitewashed in the style of dairy buildings. Ideal corners would be those points of the old building that coincide with thresholds or intersections on the new Site Plan. Two such locations are: the entrance to the Bigrock area form the parking lot, and a seating area near the proposed location of the Park information panel.

4. Fire and Fuelbreaks

Identify evidence of fire history and fire hazard management practices. At the park entry, display: current fire hazard ratings, emergency phone numbers, use restrictions (e.g. no smoking season, no ground fires, no BBQ, no fireworks, no ORV). Identify high hazard portions of the Park perimeter on the Park map. Name fuel breaks and fire roads as such, on the Park map and identify them at appropriate sites in the Park. Erect a guidepost where trails cross the fuel breaks. Identify ongoing fire hazard management practices in the Park (e.g. pruning, mowing), encourage volunterr participation. Erect guideposts where burned fence posts or trees are close to trails; date them if possible as evidence of an event in fire history. Identify less fire-prone native plants in the revegetated areas of Lower Park, particularly plants that are appropriate for residential landscapes.

5. Soil

Emphasis the contrast in soil types, in the color of the tread of the trails that cross the zones of transition between types. Alluvial soils in the Park are grey-brown in color (Tacoloma soils) the shallower grassland soils are yellow-brown (Saurin soils).

6. Geology Wall or Guideposts

Construct short wingwalls and steps or ramp, along the path from Creek-side picnic area to the Bigrock, with a variety of rock types common to the Park. Outcrops in the Park should not be quarried for this purpose. Similar stone could be acquired elsewhere in Marin county. If sufficient quantities of a variety of types is not available, a few samples of each rock type could be collected in the Park and cemented into a wall constructed of generic *local* stone.

Alternately, some of the guideposts and/or the drinking fountain could be constructed of stone that is common to the Park. Rock types in the wall or the guideposts should be labeled in Lower Park to serve as a glossary of rock types to be found while exploring outcrops in the Park.

7.Information Kiosk

Constuct a small, low key information panel located near the pedestrian entry or main trailhead in order to enhance the visitors experience, promote safe and legitimate use

area. At a minimum the panel should provide an orientation and trail map, park rules, and emergency contact numbers. In addition space could be provided for:

-notices regarding park and open space events (e.g. town meetings, interpretive walks, volunteer days, etc.).

-changing series of notes on Park ecology or history, Park maintenance and volunteer programs.

All elements of the interpretation should be universally accessible. A graphic (nonverbal), or interactive element would better engage children, much like the existing Park relief map does.

Programs and Activities

Environmental information can also be conveyed by directly revealing the natural objects or processes through interpreted experiences. Ideally, interpreted experiences should be about exploration, as well as explanation.

1. Thematic Walks

Arrange interpretative walks of vegetation, wildlife, geology or history, by local enthusiasts or experts. The proposed Site Design will improve access to some of the natural resources of SRP. However, most of the Park will remain just a place to exlplore.

2. Group Seating Area

Construct a comfortable, informal seating area, where small groups of people could gather for interpreter lead presentations.

3. Participation in Restoration and Implimentation

Promote the wide range of opportunities for volunteer partcipation in the environmental restoration and site design projects recommended in the Management Plan. There is nothing like learning from personnal experience. Each phase of the plan should include a variety of opportunities to appeal to different interests.

All site work and maintenance should be interpreted in at least a limited way for the park visitor and volunteer. A simple explanantion of what's happening here or there, temporarily posted on a small sign can go along way to increasing understanding.

enhancing the image management,and encouraging participation. The following is a list of projects that lend themselves to volunteer participation:

restoring stream banks
cleaning-up creeks
planting native trees and shrubs
collecting native plant seeds
cultivating native plants**
irradicating invasive plants
restoring erosion sites
maintaining fuelbreaks
building trails
painting "dairy barn"
designing guideposts
designing brochures
leading interpretive walks

Site Design

Environmental information at SRP is conveyed through the overall site design. in addition to the clues and intrepreted experiences described above. The designed experience attempts to appeal to all the senses. in order to enhance awareness of the environment.

1.Trails

The proposed alignment of trails takes the visitor through a variety of natural Park settings; sun drenched grasssland, deep shaded woodlands, wildflower meadows, and bay-scented forests.

2.Use Areas

The design of various use areas avails the park user of the seasonal variety of comfortable micro-climates in the Park (e.g. sunny in spring on the terrace , and deep summer shade at woodland edge or redwood grove)

3.Focal Points

The intrinsic values of the Park site, the natural elements and its history, are the focal points and cornerstones of the site design: Bigrock, oak seedling plantation, redwood grove, and old circle drive to the dairy.

4.View Points

Trail-side rest stops focus on panoramic views or close-up views of nature.

5.Planting

The arrangement and selection of plants in the Lower Park frame views and native plants are accented.

6.Social Environment

Finally, an awareness of community and the social environment are promoted by the site design and the nature of this community-based process. Parks and public places are meeting places for people as well as places to explore nature or culture Opportunities for social interaction are promoted in the variety of seating arrangements, and settings. The site design is open, inviting, accessible to all potential users and reasonable uses.

Appendix X.

COMMUNITY GOALS for SORICH PARK

These goals were developed from: resident interviews; community questionnaire; field study; research of the park site and four, public goal setting workshops. They reflect the agreements reached to date by project participants. (GP: is a reference to San Anselmo General Plan; MCOSD: is a reference to San Rafael Ridge management plan).

GOAL 1. PROTECT THE INTRINSIC VALUES OF SORICH RANCH PARK -- A QUIET, NEIGHBORHOOD PARK AND OPEN SPACE THAT INVITES PASSIVE RECREATION, EXPLORATION AND RELAXATION

Intrinsic values are aspects that belong to the essential nature or make-up of the park. These are expressed in the appearrance and function of the place; they include the natural aspects of the site and their relation to the adjacent community, as well as the character of existing facilities and their relation to park user needs. Uses of the park that capatalize on these intrinsic values contribute the enjoyment of users, the identity of the place and appropriateness of the activities.

OBJECTIVE A. Safeguard and emphasize these unique characteristics of the SRP site, in the park design and management:

-quiet park.
-landscape of the rural past.
-diversity of native plants and wildlife.
-wild woodlands at the edge of town.
-panoramic views of the Town, valley, Mt. Tam., and the Bay.
-monolithic rock outcrops thrust up through grassland.
-hidden valleys, steep open grasslands.
-historic terraces, sites of dairy and ranch.
-glimpse of the fire history.
-trickles of water from perennial springs.
-shady woodland rooms, under canopies of native oak and bay trees.
-close up views of nature.
-seasonal wildflowers.
-gateway and link to a variety of County open space lands.
-visual backdrop to Town

Policy 1. Emphasize the concept of a quiet gateway park and explorable wild open space that captures, for all townspeople, the benefits of the rural past and natural environment of wooded hills, grasslands, hidden canyons and creeks close to the heart of

San Anselmo. A refuge and resource for passive recreation at the head of the valley.

Policy 2. Promote activities that are compatible with the concept and intrinsic values of the place (e.g. trails, nature, passive recreation)

GOAL 2. MAINTAIN AND ENHANCE OPEN SPACE CHARACTER OF SORICH RANCH PARK

Park: Public lands which contain public facilities for active and passive recreation of residents(GP).
Open Space: Public lands with access for nature study and hiking, etc. Such lands are to be left in their natural state with little or no improvements more extensive than trails or fire breaks(GP).

OBJECTIVE A. Make future design and management decisions for SRP on the basis of this plan, derived from the study of natural factors, community concerns, visual qualities, and land uses; which divides the park into 3 planning units: Upper park, Lower park, and Trails.

Policy 1. Upper park: Maintain area in its natural state as "Open Space", with improvements no more extensive than trails or firebreaks. Area is a wild open space encompassing south facing slopes of wooded grasslands; three seasonal creeks; and a perennial spring;

a. Springs and wet meadows -- Important water source for wildlife, fragile ecology; Control invasive exotic plants (e.g. pampass grass), limit trails and access.

b. Riparian woodlands -- Stabilize stream banks, control invasive exotic plants, clean-up creeks, provide increased access for interest and shade.

c. Oak-Bay woodland -- Control exotic invasive plants and poison oak, increase access for interest and shady rooms under canopy.

d.. Oak grassland and Open grassland -- Stabilize slopes, repair gullies, remove barbed wire, control exotics, assess and monitor fragile serpentine soils and rock outcrops(knockers) for rare plants listed by CNPS (e.g. jewel flower).

Policy 2. Leave majority of the park just as places to explore.

Policy 3. Lower park: Focus limited, low impact improvements for passive recreation in this "Park" area. The area is 4 acres of flat, accessible land near existing entry, adjacent to parking, picnic area, site of demolished ranch/dairy farm, and public works staging area.

Policy 4. Trails: Establish a limited system of trails within the park that meet reasonable multiple-use demands for recreation and safety. Existing trails in the park include: a very steep, informal hiking trail, leading up the grassy hillside to the ridge top; a service/fire road, leading up the ridge behind the SUBUD center; and lots of wildlife traces, some of which are used by hikers. A new hierarchy of trails includes:

a. Exploration trails: Coincident with existing trails or traces. Maintain only to prevent erosion. Close the existing trail up nose of ridge past 'Deer Rock' to ridge.

b. Walking trails: Smooth, unpaved graded trails (approx. 18" to 24" wide).Establish walking trail to ridge,and flat loop trail in lower park.

c. Multi-purpose trails: Fire rds. and service rds which link to other trails and existing MCOSD roads.

d. Combined use trails: single track trails for the dual use of hikers and equestrians, or dual use of hikers and mountian-bikers**, as posted (width minimum 3').

Policy 5. Limit mountain bike riding to multi-purpose trails and posted combined use trails** (MCOSD,GP)

** note: No consensus was reached on the issue of mountain bike access. Policies 4d & 5 are recommendations. See Access Recommendations for options and impacts. See also policy 3.B.2 Sacramento Ave. access

Policy 6. Limit horseback riding to multi-purpose trails and combined use trails as posted (GP)

Policy 7. Connect trails with existing trails on adjacent public lands.(MCOSD)

Policy 8. Recommend trails that correspond to trails indicated in the Town General plan, County Trail element, and Open Space plan.

Policy 9. Plan trails through a variety of terrain.

Policy 10. Limit trails in ecologically fragile and geologically unstable areas.

Policy 11. Provide resting/seating places (e.g. split log benches) at trailheads and periodically (approx. 400' intervals) along walking and multi-purpose trails(GP).

Policy 12. Provide interesting destination points or vista points periodically (approx. 400') along trails.

Policy 13. Provide secure bicycle parking near main trailhead.(GP)

OBJECTIVE B Preserve diversity of vegetation, with preference given for regional native plants over other naturalized California species or exotics.

Regional native plants are plants that grow or have historically, been known to grow in these inland valleys and hills of coastal California and Marin county.

Exotic plants are not native of this region and require special care in order to survive(e.g. irrigation, insecticides).

Naturalized plants are non-native plants, which flourish in the region without assistance and are adapted to the local Mediterranean climate.

Policy 1. In Lower park maintain all existing non-invasive vegetation, and revegetate with native or natural plant species.

Policy 2. Eliminate or control major populations of exotic weeds with environmentally safest control methods. Limit use of herbicides to spot applications for noxious exotics.

Policy 3. Irrigate only to establish plants in revegatated areas.

Policy 4. In Upper park manage for historic plant diversity revegetate with regional native plants only.

Policy 5. Protect and monitor the fragile and sometimes rare native plant communities on serpentine soils and outcrops.(MCOSD, CNPS)

Policy 6. Confer with MCOSD and adopt recommendations compatible with vegetation management plan for MCOSD San Rafael Ridge preserve which borders the Park (including management of historic plant diversity, invasive-exotic plants, grazing, and fire hazards).

OBJECTIVE C. Maintain habitats for wildlife that have historically lived here.

Policy 1. Remove barbed wire and limit fences to permit open range of large animals.

Policy 2. Stress need for owners to closely control off-leash dogs around wildlife.

Policy 3. Establish guzzlers for summer water needs of wildlife in cooperation with MCOSD.

OBJECTIVE D. Protect natural resources and restore natural systems that have deteriorated due to past management practices.

-These problems must be addressed or they will simply get worse, resulting in loss of resources and public access. Promote volunteer involvement in these projects.

Policy 1. Stabilize and revegetate slopes where poorly designed roads, trails, grazing, etc. have caused hillside erosion and siltation of watercourses.

Policy 2. Control removal of any vegetation from hillsides or stream channels in order to minimize erosion and siltation.(GP)

Policy 3. Close and revegetate roads and trails that are eroding.

Policy 4. Stabilize and revegate lower park terrace where trails,and bare slopes aggravate erosion and gullying. Establish a landscape planting plan for the terrace.

Policy 5. Confer with MCOSD about efforts to stabilize, revegetate slopes and restore natural drainage patterns on MCOSD lands, which are aggravating erosion on SRP lands.

Policy 6. Establish a drainage plan for lower park terrace and parking area, in order to prevent gullying and promote retention of runoff on the site.

Policy 7. Maintain and restore natural appearrance and runoff capacity off stream channels by development of small structural and landscape improvements.(GP)

Policy 8. Protect all springs and wet meadows from impacts of hikers and horses.

Policy 9. Conduct records search and field check for archaeological sites prior to any construction.

OBJECTIVE E. Advocate for compatible management and use of the developed and remaining, undeveloped land parcels around the park.

Policy 1. Pursue acquisition of adjacent parcels according to recommendations of San Anselmo General Plan, Open Space element(GP).

Policy 2. Make view toward corporation yard, from lower park, visually compatible with the park setting, by using evergreen plantings, fencing and removal of obsolete and visually disturbing buildings.

Policy 3. Refurbish existing corporation yard buildings with materials and a paint scheme that reduces their visual impact and reflects the historical appearrance of the buildings adjoining the park.

Policy 4. Undertake study to phase out use of current public works staging area and integrate area into plans for SRP.

Policy 5. Discourage access to the unstable slope of the dump, adjoining the park with barrier planting.

Policy 6. Advocate for a study to discontinue use of the dump, stabilize and revegetate the slopes of dump with native plants.

Policy 7. Advocate for a study to re-design the "Yard Debris Day" activity at the staging area, investigate possible community composting at this site and curbside pickup of "green cans".

Policy 8. Confer with MCOSD regarding compatible management of Upper park and all proposed projects adjoining the County preserve.

GOAL 3. IMPLEMENT THE MAJORITY OF SUGGESTED, LOW IMPACT, LANDSCAPE IMPROVEMENTS IN THE LOWER PARK; UPPER PARK IMPROVEMENTS SHOULD BE LIMITED TO MINIMAL TRAIL DEVELOPEMENT AND RESTORATION OF HABITATS AND NATURAL SYSTEMS.

OBJECTIVE A. Plan and manage the Lower Park as a unique, inviting, accessible town park for passive recreation and a gateway to the explorable open space.

Policy 1. Leave the Upper park undeveloped to provide places to be alone and reflect on nature, away from town and other park settings.

Policy 2. Plan, design and maintain the following, new and existing, low impact features in the Lower park:

flat loop walk
revegetated terrace and slopes
grass area or equivalent for picnicing
native plants demonstration area
trailhead sign
small information/interpretation board
shaded, social seating area
picnic tables
litter barrels
pooper scoopers
automobile parking area
bike parking
entry sign
small group seating area
trail side benches
off-road vehicle barricade
corporation yard screening
recycling and litter cans
self guided nature trail

Policy 3. Information and interpretation board: small, low key, information panel, located near entry or gateway to trails, that provides: orientation and trail map, park rules and emergency contacts, park ecology and history notes (keys to environmental clues regarding plants, wildlife, fire hazards, geological hazards, etc.)

Policy 4. Native plants demonstration area: small, low key, planting area that demonstrates the utility and beauty of Marin native plants. Located on the currently, barren terrace area and structured as a transition into the natural upper park/open space. Incorporate the lower park loop walk into the demonstration planting area.

Policy 5. Small group seating area: informal group seating on log rounds or timber benches, located away from quiet public use areas and fit to the contour of a hillside.

Policy 6. Loop path: relatively level, graded loopwalk within easy access of main entry area. Incorporate a variety of sun/shade environmnents, resting spots, and lower park activity areas.

Policy 7. Shaded seating areas: variety of opportunities for seating in the sun and the shade of the lower park. Quiet areas, as well as social seating areas near the entry, trail heads and activity areas. Shade provided by plantings or an appropriate timber structure.

Policy 8. Picnic tables: conveniently located near main entry and focal points, or along trails in Lower park, where practical.

Policy 9. Remove asphalt circle drive around Big Rock area and revegetate the area as the main Park entry, with safe informal play space, and a shaded seating area. Relocate parking to a portion of the the staging area.

Policy 10. Provide portable public toilet on a trail basis, locate at the edge of the parking lot and screen it from view.

Policy 11. Provide a drinking fountain in Lower park.

OBJECTIVE B. Promote safe pedestrian access to the park

Policy 1. Provide pedestrian access that minimizes conflict with vehicles at: main entry, parking area, and along San Francisco Blvd. on the approach to the park. (Use bollards and pavement markings, separate auto and pedestrian entrances).(GP)

Policy 2. Improve legitimate pedestrian access from the neighborhood. Official unimproved neighborhood access exists: from Sacramento Ave. between SUBUD center and residential lots to the west; and from north side of San Francisco Blvd., between the two residential lots at 405 and 500 San Francisco Blvd. Unofficial unimproved access exists across the SUBUD parking lot on Sacramento Ave..

-At San Francisco Blvd. access: Clarify the public/private property boundary, No recreational access improvements are recommended at this site. Parks Dept. and Ross Valley Fire Department should confer with resident at 500 San Francisco Blvd. regarding emergency access to service road from private driveway.

-At Sacramento Ave. access: Establish low key, combined use trail access for pedestrians and mountain bike users**. Or establish hikers only trail and prohibit access by mountain bike riders** to the road above, at the boundary with MCOSD preserve.

> ** note: No consensus was reached on the issue of mountain bike access. This policy is a recommendation. See Access Recommendations for further options and impacts. See also Trails policies 2.A.4d & 2.A.5

-At SUBUD parking lot: Clarify public and private property boundary. Discourage use of unofficial trails across private property. Maintain proper drainage across service road, above parking lot and adjacent residences.

Policy 3. Prohibit motorcycle and off road vehicle access to the park. Construct adequate barricades at all entry points. Confer with MCOSD on cost sharing for this improvement.

Policy 4. Minimize size of vehicle parking area (GP)

Policy 5. Parking should be limited to 10-15 cars on site, with a drop off.

Policy 6. Occassional, overflow parking by legitimate park users should be permitted and monitored in the neighborhood.

Policy 7. Landscape the parking area and screen from view.(GP)

OBJECTIVE C. Limit impacts of improvements on park neighbors and the community.

Policy 1. Limit public promotion of the park. (MCOSD)

Policy 2. Provide adequate parking and monitor traffic impacts on the neighborhood.

Policy 3. Guide improvements with a phasing plan.

Policy 4. Implement improvements at such time when maintenance is available.

Policy 5. Promote low maintenance improvements.

Policy 6. Project shall not overburden the town water supply. Irrigation shall only be required to establish vegetation (max. 3 years after planting).(GP)

Policy 7. Implement improvements and monitor impacts with assistance of community volunteers.

GOAL 4. MEET SOME OF THE PARK AND RECREATION NEEDS OF TOWNSPEOPLE, WHILE ENSURING NON-CONSUMPTIVE USE OF NATURAL RESOURCES AT SORICH RANCH PARK.

OBJECTIVE A. Provide inviting activities for seniors and adults.

Policy 1. Construct an easy, graded trail to the ridge top, through a variety of natural settings.

Policy 2. Construct a pleasant flat loop walk in the lower park.

Policy 3. Provide shaded places to sit, relax and meet friends at entry inside the park and near activity areas.(e.g. Big Rock area, Upper Terrace).

OBJECTIVE B. Provide facilities and activities for children.

Policy 1. Provide safe informal play environment around Big Rock for school age children, and promote opportunities for safe imaginative play in the Lower Park (e.g. creekside).

Policy 2. Design small, low key, interactive-interpretive board at entry that children as well as adults can learn from (e.g. repair existing relief map, plant lists, hazards, or keys to other environmental clues).

Policy 3. Provide adequate bicycle parking in Lower Park.

Policy 4. Design a self-guided nature trail with only subtle clues to help visitors interpret the natural and environmental character of SRP.

OBJECTIVE C. Promote enjoyment, stewardship and legitimate use of the park by teenage residents.

Policy 1. Encourage teenage citizen involvement in the planning, development and maintenance of SRP.

Policy 2. Encourage environmental awareness programs, oriented toward SRP, in local schools.

OBJECTIVE D. Guarantee access to the park for mobility impaired park users.

Policy 1. Provide adequate access and negotiable grades on loop trails in the Lower Park.

Policy 2. Provide adequate social seating opportunities for wheel chair bound park users.

Policy 3. Provide access to basic services and information.

OBJECTIVE E. Address the needs and concerns of the surrounding neighbors who use the park as a neighborhood park.

Policy 1. Provide and maintain a system of trails which will ensure non-intrusive access from residential areas to park.(GP)

Policy 2. Permit direct access to park from adjacent residential lots, providing gates meet MCOSD specifications.

Policy 3. Construct a small scale, inviting, official entry to the park to help integrate it into the neighborhood and discourage illegitimate use of the park.

Policy 4. Redesign existing parking and entry road to discourage drive through use and cruising the park. Relocate parking on public works staging area away from Big Rock. Pave new parking with gravel for improved drainage and in order to discourage cruising.

Policy 5. Accomodate those who walk their dogs in Upper and Lower SRP with a policy consistent with MCOSD policy (below) for the popular county open space adjoining SRP.
-Throughout SRP(lower and upper areas) allow dogs off-leash, but under owners control and away from wildlife or sensitive ecological areas (springs). AND In Lower SRP area, require owners to remove dog litter (feces). Pooper-scoopers shall be provided in Lower Park.

Marin County Open Space District Code

1.120 Dogs and other animals: Dogs and other household animals are allowed within the District, provided, however, that the owner, keeper or person exercising the animals shall keep his animal under control at all times, and must not allow his animal to enter restricted areas of the District open space lands, and must not allow his animal to interfere with, bother, or harass open space users, or other animals or wildlife.

OBJECTIVE F. Undertake a general study of San Anselmo park and recreation resources in order to address community needs, which are not meet at SRP.

Policy 1. Characterize current use of parks and determine intrinsic values of each park site.

Policy 2. Establish a master plan for each town park.

GOAL 5. PROMOTE VISITOR AWARENESS OF NATURE AND ENVIRONMENTAL ISSUES SO THEY WILL ENJOY AND PROTECT THE PARK MORE READILY (GP)

OBJECTIVE A. Establish programs that introduce people to the pleasures and responsibilities of using the park.

Policy 1. Design low key, interpretation and environmental clues that explain the natural processes and history of the park site (e.g. small exhibit, guide posts, self-guided tours, maps, or booklets).

Policy 2. Interpret restrictions on the use of SRP due to fire, erosion, and wildlife.

Policy 3. Design a native plants demonstration area to show the plants that tolerate drought, retard erosion and fire, enhance wildlife and are adaptable for home landscape uses.

Policy 4. Promote awareness of natural processes with a park plan that enhances experience and opportunities for exploration or discovery; and draws attention to the interventions and impacts of past and current land use on the park site. Focus attention on: revegetation, erosion control, underbrush as habitat, stream restoration, etc. (e.g. label exotic plants; use willow watling in erosion control; name the firebreaks explicitly; interpret significance of stream culvert).

Policy 5. Encourage programs at schools to introduce students to the environment, through experiences at SRP. (e. g. Drake H.S. honors biology class).

Policy 6. Promote recycling in the park.

GOAL.6. MAKE SORICH RANCH PARK SAFE AND INVITING FOR THE PARK USERS AND NEARBY RESIDENTS

OBJECTIVE A. Create a safe park and promote safe use, through park design and maintenance.

Policy 1. Make rules and appropriate/intended use of park elements evident in design of the park.

Policy 2. Minimize the use of signs, make them unobtrusive.

Policy 3. Include enforcement codes and authority on all necessary signs.

Policy 4. Post hours of legal park use. Post phone numbers for assistance and emergency.

Policy 5. Design of all features should reduce potential for loss due to vandalism.

Policy 6. Establish program of regular maintenance by staff and community volunteers. Consult with local environmental groups and service organization for assistance with implementation of planting (e.g. CNPS, Re-Leaf).

Policy 7. Make park entrances clear and inviting and legitimate.

Policy 8. Prohibit camping in the park.

OBJECTIVE B. Design park and maintenance programs to reduce fire hazard to park users and nearby residents.

-Critical areas for fire hazard are park perimeter, where it borders residential properties and the corporation yard.

Policy 1. Maintain emergency access at main entrance, and at San Francisco Blvd.access to fire road above SUBUD.

Policy 2. Contact property owners of adjoining lands about reducing fire hazards on their land.

GOAL 7. PROMOTE VOLUNTARY COMMUNITY PARTICIPATION IN THE SORICH RANCH PARK PROJECT

OBJECTIVE A. Offer a variety of opportunities for citizen involvment.

Policy. 1. Encourage voluntary citizen participation in planning, design, construction, planting, maintenance and interpretation of the park.

Policy 2. Invite participation of the whole community by requesting input from individuals, leaders, and groups, including non-park users in the planning process.

Policy 3. Make the planning process open and interactive through the use of interviews, community questionnaires and public workshops.

Policy 4. Establish an active volunteer group (a.k.a. Sorich Park Volunteers), in order to encourage stewardship of the Plan, its implementation, and the future of the park.

Policy 5. Encourage involvement of existing community groups and service organizations in the stewardship of the park, particularly S.A.V.E., S.A.Y.E.S., C.L.A.S.S., San Anselmo Open Space Committee, Park and Recreation Commission, and Historical Commission,as well as schools, churches and scout groups.

Policy 3. Consult MCOSD fire hazard recommendations plan for San Rafael Ridge (controlled burning, grazing, eucalyptus thinning, mowing, pruning and education).

Policy 4. Locate picnic sites in low fire danger areas (e. g. Redwood grove).

Policy 5. Establish no smoking policy through out the park.

Policy 6. Prohibit BBQ fires throughout the park.

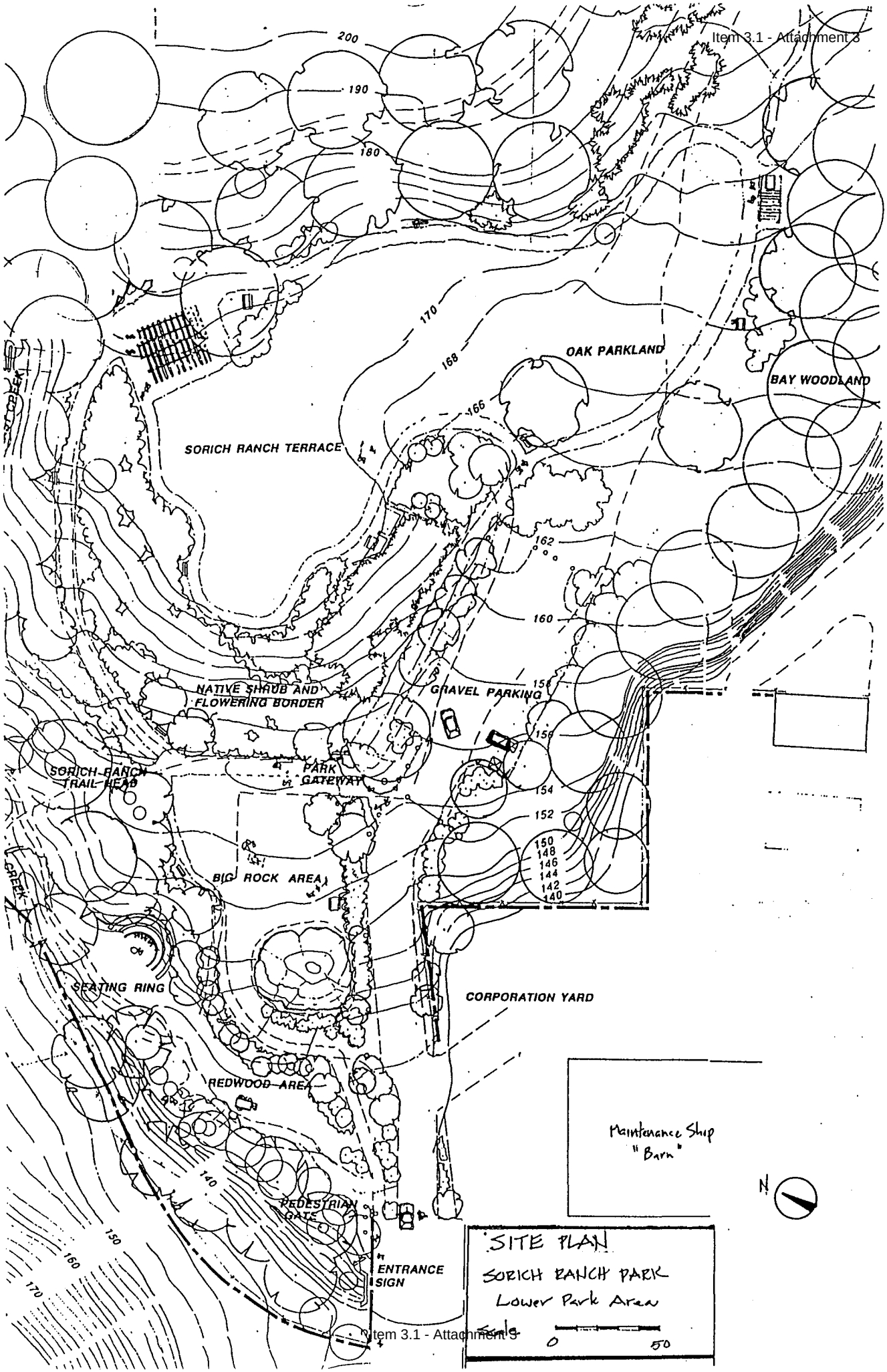
Policy 7. Prohibit open fires throughout the park.

Policy 8. Post fire hazard warnings, emergency procedures and phone numbers at all park entries and trail heads.

Policy 9. Design interpretive features about fire hazard and fire history of the park.

Policy 10. Preserve burned fence posts, in place, throughout the park, as reminders of the fire history.

Policy 11. Remove all barbed wire from park, but preserve fence posts in place.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OAK PARKLAND
BAY WOODLAND
SORICH RANCH TERRACE
NATIVE SHRUB AND FLOWERING BORDER
GRAVEL PARKING
SORICH RANCH TRAIL HEAD
PARK GATEWAY
BIG ROCK AREA
SEATING RING
CORPORATION YARD
REDWOOD AREA
PEDESTRIAN GATE
ENTRANCE SIGN
Maintenance Shop "Barn"
N
SITE PLAN
SORICH RANCH PARK
Lower Park Area
Scale
0
50

Appendix A

Plants in the lower park area with cost estimates:

Am-Acer macrophyllum- Bigleaf Maple-3-CF-.67/liner,$3.10/gal,$11.75/5 g.-ccc-1g,2'
Ac-Aesculus californica- Calif. Buckeye-5-Ex-CF $3.10/gal-ccc-1g,2',5g
Ad-Arctostaphylos densiflora,"Sent."-Sentinal manzanita-7-CF.57/l,$2.70/gal,9.75/5g
Ah-Arctostapylos hookeri-Monterey manzanita-40-CF .55/liner,$2.70/ gal
Ac2-Artemisia californica-Calif. sage-40-CF"canyon grey".55/li, $2.55/gal
Bp-Bacharris pilularis,"Pigeon Point"-Dwarf Chapparel broom-40-CF.50/lin,$2.75/g
Bc-Baccharis pilularis,v.consanguinea-Coyote Bush-45-CF.50/lin,$2.40/g-ccc-1g
Cc-Carpenteria californica-Bush anemone-6-CF.72/lin,#3.60/g,$10.75/5 g
Cb-Ceanothus "Blue Buttons"-2-
Cf-Ceanothus "Frosty Blue"-10-CF .55/liner, $2.70/1 gal,$9.75/5 gal.
Cg.-Ceanothus gloriosus v. porrectus-Dwarf Pt. Reyes-50-CF .55(liner), $2.70 1 g.
Cp-Ceanothus papillosus "Concha"-5-Sh.Star .69 x 49-CF.55(liner) $2.70 1 gal.,9.75/5 gal
CR-Ceanothus rigidus "Snowball"-10-CF.55/lin,$2.70/g,$9.75/5g
Ct-Ceanothus thrysiflorus "Blue Blossom"-12-CF .55/lin,$2.70/g,$9.75/5 g-ccc-t,1g,2'
Co-Cercis occidentale-Western Redbud-8-CF.67/liner,$3.10/g,$11.25/5 g-ccc-1g
Cn-Cornis nutalli-Pacific dogwood-1-CF .72/lin,$3.10/g,$$12.75/5g
Cc2-Corylus cornuta-Calif. hazelnut-2-CF $3.60/gal,$$12.75/5 g
Ef-Erigonum arborescens-Island buckwheat-CF .50/lin,$2.65/g
EF-Erigonum fasciculatum-Calif. buckwheat-50-CF .48/lin, $2.55/g-ccc-t
Fc-Fremontodendron californicum-Flannel Bush-CF .72/lin,$4./g,$12.75/5g
Ge-Garrya elliptica-Coast Silktassel-CF(2v.) $3.85/g,$$12.25/5g
Ha-heteromeles arbutifolia-Toyon-CF .72/lin,$3/g,$10.5/5g-ccc-t,d
Hd-Holodiscus discolor-Cream Bush-
Id-Iris douglasiana-Douglas iris-CF .57/lin,$2.60/g
~~Ku-Kniphofia uvaria-Red-hot poker plant-~~
La-Lupinus albiflorus-Silverbush lupine-CF'albifrons' .57/lin,$2.55/g
Li-Lupinus latifolius-Broadleaf lupine-
Ma-Mimulus aurantiacus-Stickey monkeyflower-SS.63 x49-ccc-t,1g
Mc-Myrica californica-Pacific wax myrtle-CF .57/lin,$2.8/g-ccc-1g
Pr-Platanus racemosa-Western sycamore-CF .67/lin,$3.1/g,$11.75/5g
Pr-Prunus ilicifolia-Holly-leaf cherry-CF .57/lin,$2.60/g-ccc-t,1g
Pm-Pseudotsuga menziesii-Douglas fir-ccc-1g,5g
Qa-Quercus agrifolia-Coast live oak-CF $1.10/g-ccc-t,1g,2',5g
Qg-Quercus garryana-White oak-
Ql-Quercus lobata-Valley oak-CF $1.10/g-ccc-1g,2',5g
Rc-Rhamnus californica-Calif. coffeeberry-CF .55/lin,$2.60/g,$10.25/5g
Rs-Ribes sanguineum-Red-flowering currant-CF .57/lin,$2.60/g,$10.75/5g
Rc-Romneya coulteri-Matillija poppy-CF $4./g,$12.25/5g
Sl-Salix lasiandra-Yellow willow-CF'western black' .67/lin,$2.60/g
Ss-Salvia sonomensis-Creeping sage-
~~Sm-Schinus molle-Calif. pepper tree-CF .58/liner~~

Ss2-Sequoia sempervirens-Coast redwood-CF .72/liner,$12./5g
So-Styrax officinalis c.-Calif. snowdrop bush-
Sr-Symphocarpus rivularis-Common snoberry-
Uc-Umbellularia californica-Calif. bay-CF .67/lin,$4./g,$12.75/5g-ccc-1g
Vo-Vacinium ovatum-Western Huckleberry-
Vp-Vacinium parvifolium-Red Huckleberry-

II. Actions To Be Taken

The actions to be taken for this specific proposal include most of the major Sorich Ranch Park capital improvements outlined in the master plan and briefly summarized below:

TRAILHEAD

1. Big Rock Entry Area

The Big Rock is a primary feature of Lower Sorich Park and presently is surrounded by an asphalt parking area of about 3,500 square feet. In its present condition it is unsafe for children to play on the Big Rock because of the automobile turn-around.

The area is to be restructured into an inviting, landscaped area where people will be able to sit and enjoy views of Mount Tamalpais and Bald Hill and the restored natural habitat of the park' s forests and grasslands. Access for disabled persons is readily available from the parking area and the Lower Loop Trail which begins and ends in this area.

The asphalt is to be removed from around the Big Rock and the existing parking area. The area will be graded and landscaped with native, drought-tolerant plants. Volunteers will prepare the soil for the plants and landscape the area.

2. Parking Area

The existing parking area will be removed around the Big Rock and relocated to an area near the Terrace. The new 3,000 square foot parking lot will be graded to allow for 12 to 15 stalls. Gravel will be spread over the new parking area to reduce the visual impact on the habitat areas as much as possible.

The existing off road vehicle barrier will be moved to the end of the new parking lot. The new barrier will be 50 feet long with posts set 4 feet on center. A 15 foot cable will allow for access by authorized vehicles.

3. Vegetation and Native Habitat Restoration

A volunteer crew will remove and clear out all non-native plant materials in the Entry area and replant the area with native plants. The selected plant list is attached in the appendix.

4. Terrace

The Terrace is presently a 1500 square foot wide open area near the entrance to the park. A large depression in the center of the area results in poor drainage This area will be graded and contoured to allow for the water to drain into the adjacent creek.

5. Drainage / Footbridges

A drainage ditch runs from the Sun Valley trailhead to the Deer Rock Creek providing control of runoff from an area known as the Terrace and hillside.

The ditch will be graded 2 feet wide and 2 feet deep along its 650 foot course. The last 40 feet will be lined with natural rock where it joins Deer Rock Creek to control erosion and slow the water as it joins the Creek.

Two footbridges will be constructed over the drainage ditch to provide for access from the parking lot and from the Big Rock picnic area. These will accommodate disabled persons and be part of the Lower Loop trail system.

In some places Deer Rock Creek is filled with concrete rubble, steel pipe and other construction debris left over from the previous use of the land as a ranch. This debris needs to be removed in order to restore it to its natural state. the creek bed will be shaped where needed to 5 feet (width) and 2 feet deep. Volunteers will plant willow trees along its course to provide erosion control.

TRAILS

All trails in the project area begin at the trailhead and connect the Town with Marin Open Space District (MCOSD) lands. All trail construction will be in conformance with MCOSD trail standards (42" wide with a grade of less than 10% and with a 10 foot clearance. A donated trail machine can build trails in the lower areas. Trail crews will be required to construct trails in the upper areas of the Park. Based on past experience, a trail crew of 8 can build 50 feet of trail in one day. We estimate a 50 foot section of trail to cost $1,000.

1 Sun Valley Trail

The trail connecting Sorich Ranch Park and the San Rafael / Sleepy Hollow Divide Open Space will be relaid above the Sun Valley Creek. It will pass over two feeder ditches that accommodate runoff from the steep hillside to the Creek. Two footbridges will be built over these feeder runoff ditches. These ditches will feed into an incercep that will be graded 5 feet wide and 2 feet deep. The Sun Valley Creek Trail will be graded 10 feet wide and 5 feet deep along the base of the hill. Approximately 500 feet of new trail construction will be required.

2. Lower Loop Trail

This trail will be a relatively level, graded "walking trail" around Lower Park, with easy access from the main park entrance area and parking. The trail links the various aspects of the Park's natural environment, the park amenities, and the Upper Park trailheads. It provides a glimpse of the variety of natural environments in the Park including: Big Rock, sunny grasslands, shaded creeks, and wooded hill slopes. Approximately 800 feet of new trail construction will be required.

3. San Anselmo Trail

This existing trail follows an old ranch road from the Ridge Trail on the MCOSD Preserve down to San Francisco Boulevard, and the Lower Trailhead area. It is steep and very popular with walkers from San Anselmo. The major improvement needed on this trail is the construction of 50 feet of steps in its steepest section.

4. Existing user trail up face to Deer Rock

The existing trail from the parking lot to the top of the San Rafael Ridge is severely eroded and extremely steep. The plan recommends closing it. The trail will be eliminated by using jute netting and native grass seed to re-vegetate land. A sign will be placed at both ends to encourage use of other trails.

9. COST ESTIMATE

Item	Description	Amount	Units	Cost	Total
	PLANNING AND ARCHITECTURE				
1	Design trailhead, trails, and landscaping	1000	ls	1.00	1,000
2	Engineer grading and drainage	1200	ls	1.00	1,200
3	Project Inspection	600	ls	1.00	600
4	Grant administration	1528	ls	1.00	1,528
	BIG ROCK TRAILHEAD				
5	Remove asphalt from around Big Rock	3500	sf	1.00	3,500
6	Grade area around Big Rock	3500	sf	0.50	1,750
7	Regrade new parking area	3000	sf	0.50	1,500
8	Gravel- 4" depth	3000	sf	1.00	3,000
9	ORV barrier -- 10-4"x4" posts4' OC with 15' ch	1	ls	300.00	300
	TERRACE				
10	Grade terrace- correct ponding	3000	sf	0.40	1,200
	DRAINAGE AND CREEK RESTORATION				
11	Regrade ditch 2' x 2'	700	lf	1.00	700
12	Concrete rubble lining 2'x2'	50	lf	50.00	2,500
13	Footbridge (crossing 2' ditch)	2	ea	1,000.00	2,000
14	Haul 6' high by 12' wide pile of debris	1	ls	1,500.00	1,500
15	Remove broken concrete/pipe debris	1	ls	500.00	500
16	Regrade ditch 5' x 2'	100	lf	2.00	200
	SUN VALLEY CREEK TRAIL				
17	Regrade intercept to creek 5' wide x 2' deep	50	lf	3.00	150
18	Regrade ditch 10' x 5'	300	lf	4.00	1,200
19	6" Asphalt berm	300	lf	9.00	2,700
	LOWER LOOP TRAIL				
20	Build 1,000 feet of trail with trail machine	1	day	1,000.00	1,000
21	Finish trail and spread decomposed granite	1	day	1,000.00	1,000
22	Decomposed granite 2" depth	1000	lf	0.43	430
	SAN ANSELMO TRAIL				
23	Build 50 feet of stairs	1	day	1,000.00	1,000
24	Rebar and railroad ties	1	ls	500.00	500
25	Improve Subud access	1	ls	3,129.00	3,129
	EXISTING USER TRAIL UP FACE TO DEER ROCK				
26	Repair erosion and re-seed with native grasses	3	days	1,000.00	3,000
27	Jute net and seed	1	ls	1,000.00	1,000
	Sub-total				38,087
	Contingency 15%			0.15	5,713
	Grand Total				43,800

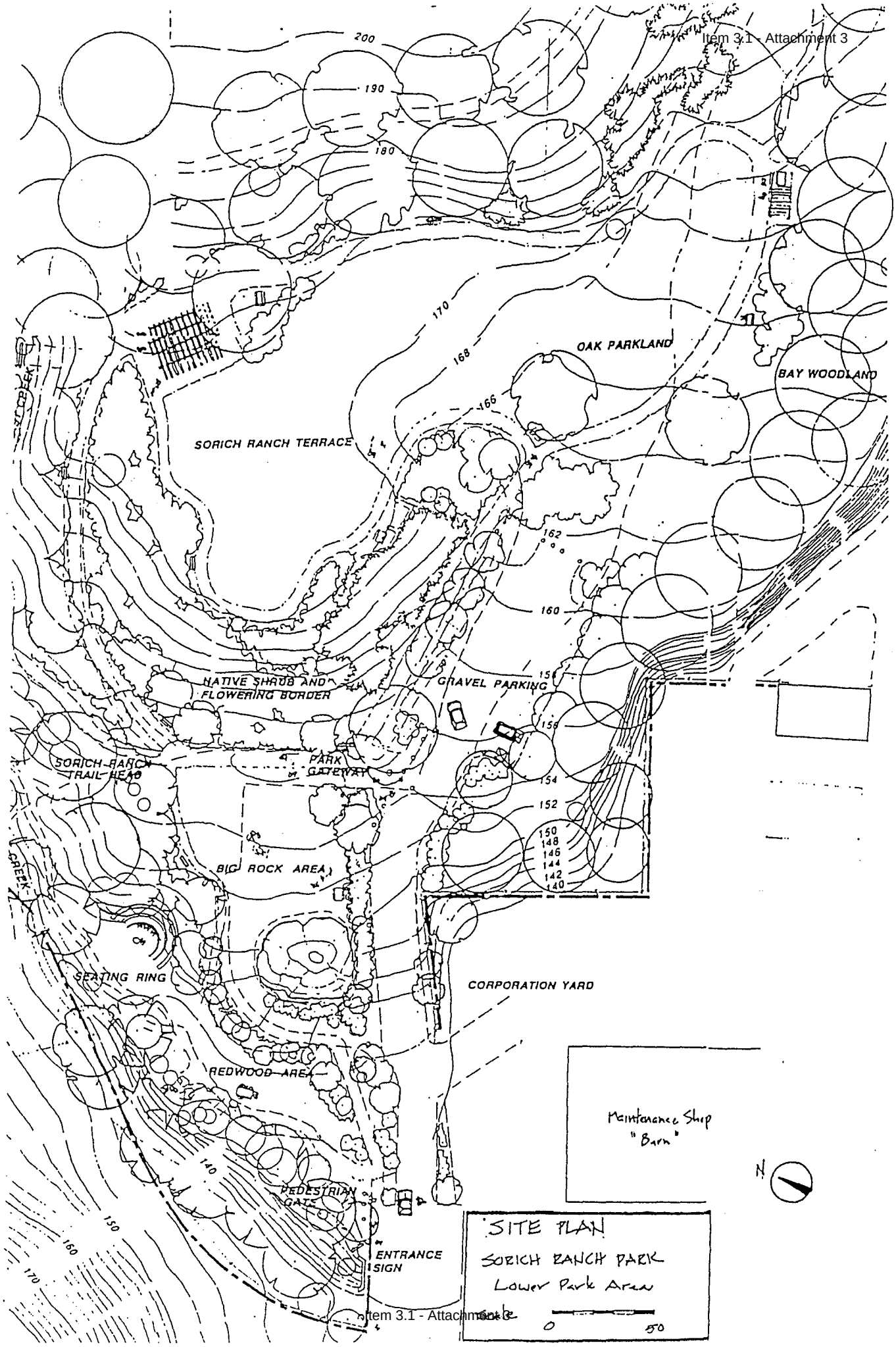
ls=lump sum; sf=square foot; lf=linear foot

10. SOURCE OF FUNDS PROVIDED BY APPLICANT

Item	Description	Amount	Units	Cost	Total
1	Friends of Sorich Ranch Park Fundraiser	1	cash	3,400.00	3,400
2	Run and Walk for Open Space	1	cash	1,000.00	1,000
3	Town of San Anselmo	1	cash	6,500.00	6,500
4	Marin Community Foundation (pending)	1	cash	3,000.00	3,000
5	Town of San Anselmo engineering	1	in kind	3,000.00	3,000
6	San Anselmo Youth for Environmental Service	500	hours	10.00	5,000
	Grand Total				21,900

PROJECT FUND SUMMARY

Cost estimate	43,800
Source of funds provided by applicant	21,900
Source of funds provided by grant	21,900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OAK PARKLAND
BAY WOODLAND
SORICH RANCH TERRACE
NATIVE SHRUB AND FLOWERING BORDER
GRAVEL PARKING
SORICH RANCH TRAIL HEAD
PARK GATEWAY
BIG ROCK AREA
SEATING RING
CORPORATION YARD
REDWOOD AREA
Maintenance Shop "Barn"
PEDESTRIAN GATE
ENTRANCE SIGN
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SITE PLAN
SORICH RANCH PARK
Lower Park Area
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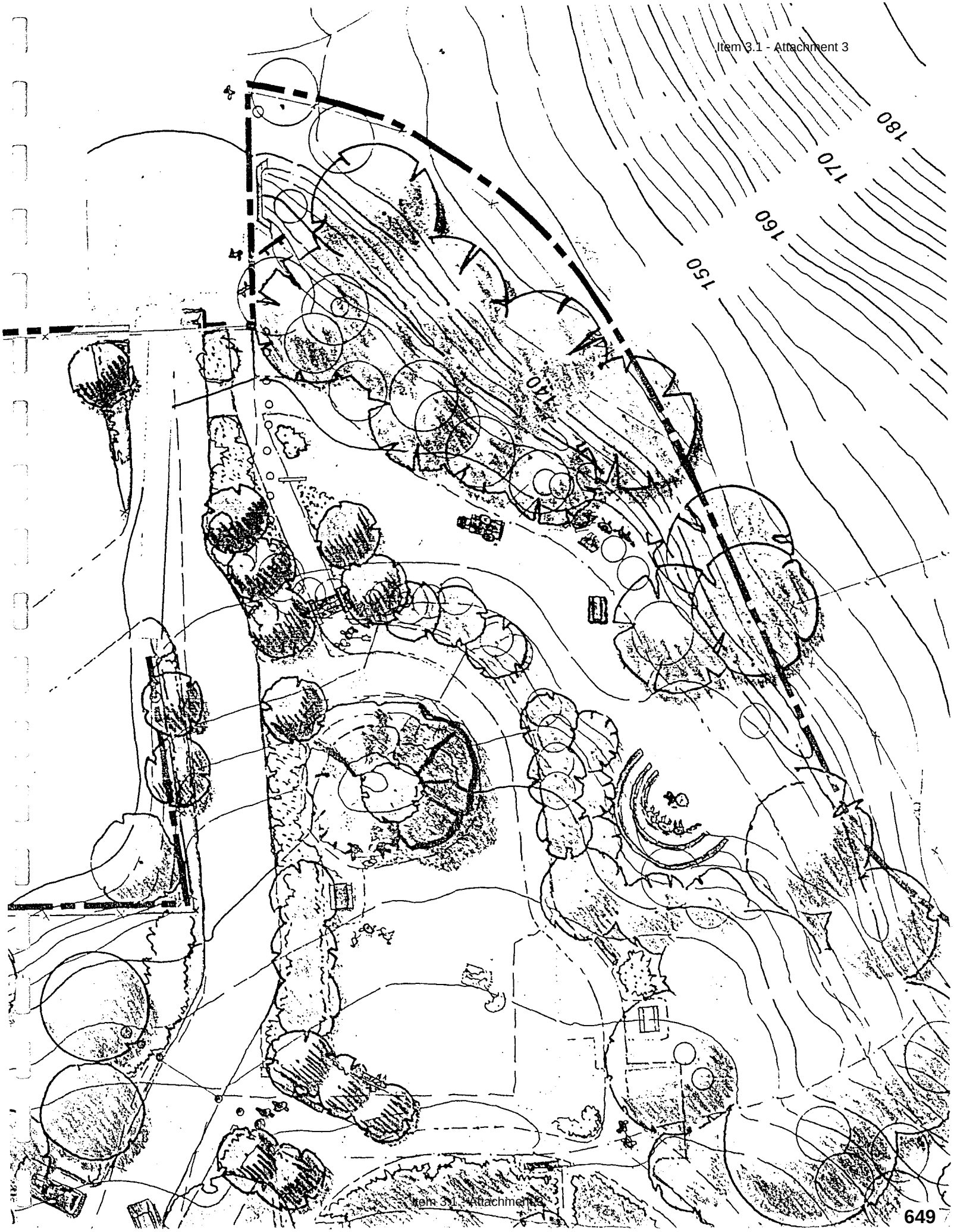
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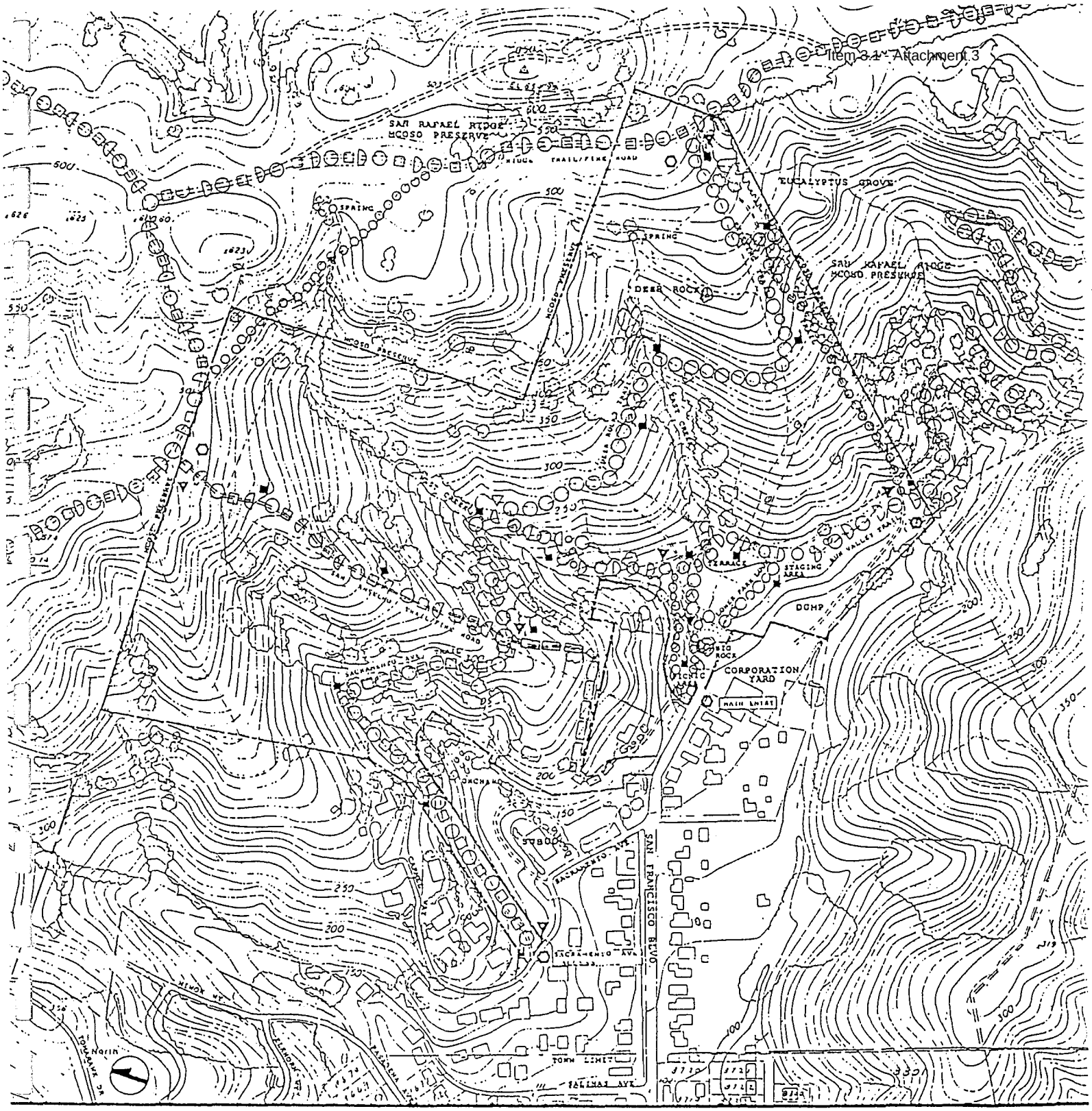


RICH RANCH PARK
ANSELMO CALIFORNIA
ASTER PLAN –
ESS AND TRAILS MANAGEMENT

WN OF SAN ANSELMO
N SPACE ADVISORY COMMITTEE
AND RECREATION COMMISSION
AND RECREATION DEPARTMENT

P. MURPHY
VERSITY OF CALIFORNIA, BERKELEY
TERS OF LANDSCAPE ARCHITECTURE

50' 200'
0' 100'
Scale
Contour Interval 10'

KEY

PROPOSED TRAILS

- Exploration trails (existing)
- Hiking/Walking trails
- Hiking/Equestrian trails
- Hiking/Biking trails
- Combined-use trails (existing dual track)
- Fire access only (existing dual track)

PROPOSED ACCESS

- Official access points
- Trail-side seating
- Trail-head signs
- Existing trails
- Existing tree and shrub
- Park boundary
- Fence lines

Source of base map: San Anselmo Planning Department archives.

STAFF REPORT

TOWN OF SAN ANSELMO Item #: 3.2

MEETING DATE: May 23, 2023

AGENDA TITLE: Resilience Hub Feasibility Study Presentation

FROM: Sean Youra, Climate Action Coordinator
Sean Condry, Public Works and Building Director

RECOMMENDATION:

1. Receive the Resilience Hub Feasibility Study presentation from Sage Energy Consulting
2. Provide direction to staff on which solar PV design is preferred (i.e., Design A, B, or C)
3. Provide direction to staff on which financing option for the project is preferred (i.e., cash purchase, PPA, or lease)
4. Authorization to issue a Request for Proposal and to go to bid as a design build project.

BACKGROUND

On August 23, 2022, the Town Council authorized the Public Works Director to sign the Master Services Agreement and Task Orders with Sage Energy Consulting – an NV5 company (hereafter referred to as NV5) and approved the request for funding to cover NV5's consulting services as specified in the Task Orders. The Task Orders included: 1) preparing and submitting an interconnection application to PG&E, and 2) completing a feasibility study for the evaluation of solar PV, battery energy storage systems (BESS), and electric vehicle supply equipment (EVSE) at the proposed project site that covers Town Hall, the Central Marin Police Authority (CMPA) station, and the Library.

Over the past several months, staff have been meeting with the NV5 consultants to work on the interconnection application and feasibility study. NV5 submitted the interconnection application to PG&E and received approval on October 31, 2022. This means that the project was grandfathered onto the Net Energy Metering (NEM) 2.0 program, which provides substantially higher value utility bill credits than the recently adopted NEM 3.0 program and ensures solar projects are more economical.

The feasibility study was recently completed and NV5 has prepared a presentation and report summarizing the results of the study (Attachments 1 and 2). NV5 consultants and staff presented the findings of the feasibility study to the Climate Action Commission (CAC) on May 8, 2023 and all members were supportive of the recommendations from the study. The CAC has also identified the Resilience Hub project as a top priority in their annual action plan for this year.

DISCUSSION

The feasibility study outlines possible project scenarios and estimated outcomes including financial savings, costs, and practical technical and engineering considerations. Additionally, the study provides a foundation from which the Town can develop a request for proposal (RFP) that effectively directs bidders into preparing proposals that are intercomparable, transparent, and competitive.

Design Options

NV5 modeled three different solar PV design scenarios (i.e., Design A, B, and C) with proposed system sizing along with proposed siting and sizing of the BESS. In all of these scenarios, the solar PV system would be able to offset 100% of the future energy consumption for Town Hall and the CMPA station when factoring in the estimated reduction in energy consumption once the new HVAC renovation is complete. Based on the proposed BESS size of 100 kW/186 kWh, critical loads (e.g., HVAC, lighting, emergency alert systems) for Town Hall, the CMPA station, and the Library could be powered most of the time during short-duration (i.e., ≤ 24 hours) power outages, as shown in Table 6 of the feasibility study report (Attachment 2). For long-duration power outages in which there would not be sufficient battery capacity to support the critical loads, the diesel generator could be relied on as a backup power source. However, since the vast majority of power outages tend to be short-duration, it is expected that the BESS could provide power during most outages. The BESS could also provide backup power for future EV chargers that may be installed in the Town Hall parking lot that would be utilized for charging fleet and/or staff-owned vehicles, as shown in Table 7 of the feasibility study report.

Further resiliency could be provided if the Town were to install bidirectional EV chargers, in which fleet EVs with sufficient charge could provide power to critical building loads during an outage. However, the costs to install bidirectional chargers are currently much higher than to install regular Level 2 chargers such as the ones in the Magnolia parking lot. Furthermore, the EVs that have bidirectional charging capability are currently very limited and mainly include the Ford F-150 Lightning and Nissan Leaf. As more affordable bidirectional chargers come to market including ones that don't require expensive electrical upgrades, this may be an option worth pursuing in the future to provide added resiliency and potentially revenue to the Town if the electricity is fed back to the grid rather than used to power critical loads during an outage. Additional resiliency can also be achieved through implementing electrification and energy efficiency measures in municipal buildings that lower overall energy consumption such as the planned HVAC project.

Out of the three design options considered for the feasibility study, staff recommends that **Design B** be pursued, which includes a mix of single- and double-cantilevered solar PV canopies (Figure 1). This proposed design is the least disruptive to existing buildings and would not require modification of the Magnolia parking lot as the entire array would be in the Town Hall parking lot. It is also the most cost-effective design as it utilizes double-cantilevered canopies, which optimizes the panel-to-column ratio and reduces overall steel and panel costs. The financial modeling for each design will be discussed in the next section.

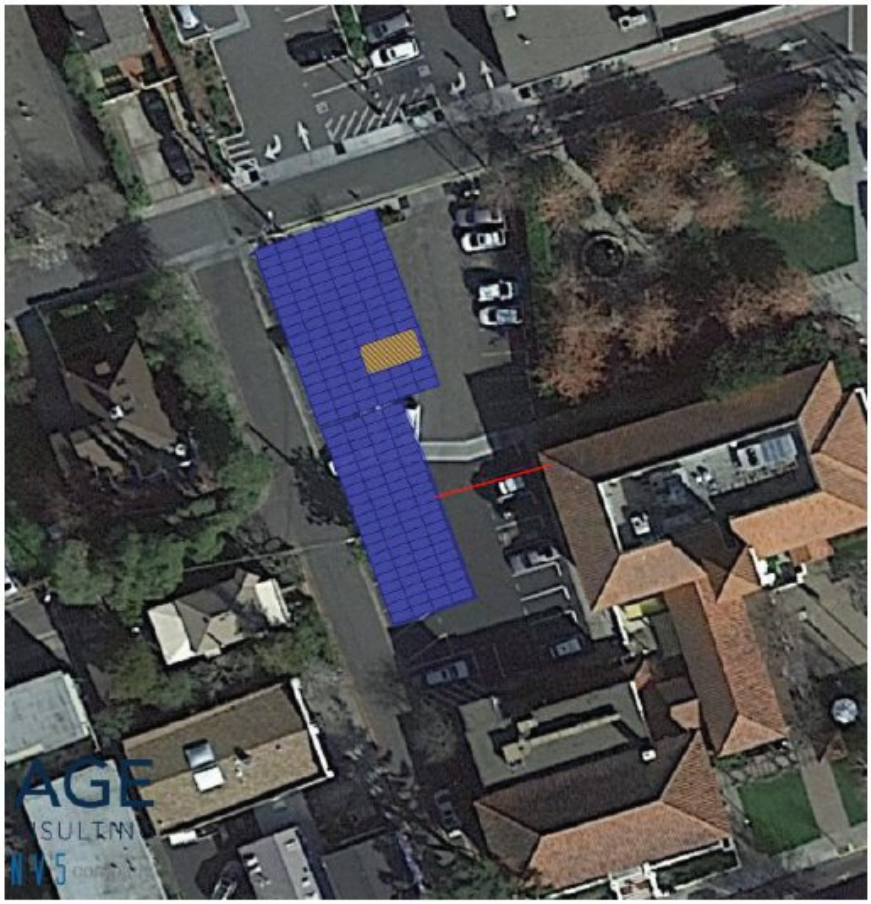


Figure 1: Design B Solar Array (Orange-striped box represents the approximate BESS location; red lines represent an estimated home run route (i.e., the trenching/conduit run from the PV/BESS to the main service breaker))

<u>Financing Options</u>

To finance the project, NV5 modeled three different financing scenarios: Cash Purchase, Power Purchase Agreement (PPA), and Lease. Both the cash purchase and lease options are straightforward, but the PPA would involve a third party that would finance the project and own the system. The Town would have to enter into a contract with the third party to buy the electricity generated from the system at a fixed price per kWh for a set time period (e.g., 20 years). Although the Town could technically purchase the system at Fair Market Value at the expiration of the PPA contract, it would

not be able to take advantage of any incentives such as the Investment Tax Credit (ITC), which would go to the third party that owns the system.

Although both the PPA and lease options would require little to no upfront cost to the Town compared to the cash purchase, the lifetime cost savings and net present value (NPV) of the cash purchase option is significantly higher than the other options for all of the design scenarios discussed in the previous section (Figure 2). For Design B, which staff recommends, the NPV of just the solar PV is positive for all financing options meaning that the project would be profitable. With the BESS included, the NPV is negative for all financing options meaning it would not be profitable.

			Cash Purchase		PPA		Lease	
Scenario	Turnkey Project Cost ($)	Turnkey Project Cost, After ITC Reimbursement ($) [2]	Solar PV	PV + BESS Microgrid [3]	Solar PV	PV + BESS Microgrid [3]	Solar PV	PV + BESS Microgrid [3]
Design A	$1,049,000	$782,000	$393,000	($244,000)	$265,000	($484,000)	$189,000	($386,000)
Design B [1]	$1,049,000	$782,000	$393,000	($244,000)	$265,000	($485,000)	$189,000	($386,000)
Design C	$1,246,000	$928,000	$239,000	($395,000)	$144,000	($603,000)	($31,000)	($603,000)

Figure 2: Lifetime NPV savings over 25 years for each design scenario broken out by the different financing options

The total estimated project cost for Design B is $1,049,000 including an estimated $66,000 in project soft costs (e.g., testing and inspection, project management, other overhead costs) listed in Table 1 of the feasibility study report. This does not account for additional consultant costs associated with future phases of the project. A more accurate estimate of the total project costs will be determined once the Town receives proposals through the RFP process discussed in the next section.

With the passage of the Inflation Reduction Act, local and state governments can now take advantage of the 30% ITC for solar and energy storage projects. The exact percentage reimbursement can range from 25 - 40% depending on if tax-exempt funds are used and domestic content requirements are met. In this case, the Town would receive a reimbursement from the IRS in the subsequent tax year after the project is complete for any project-related costs. This would reduce the overall costs significantly.

Based upon an evaluation of the different financing options, staff recommends that the **cash purchase option** be considered for this project as it results in the greatest lifetime cost savings, would allow the Town to take advantage of available incentives such as the ITC, and is the only option that ensures the Town would own the system outright. Furthermore, the PPA option would most likely not be viable for this project as it can be difficult to secure this type of financing for smaller solar PV projects (e.g., 100 kW).

There are a number of grants and other incentives available listed in Table 27 of the feasibility study report that the Town may be eligible for to further reduce the project

costs. Staff will continue to monitor and apply for grants available for this project including for installation of future EV chargers and electrification/energy efficiency measures for municipal buildings.

Next Steps

If directed by Council to move forward with the recommended cash purchase financing option for the Design B scenario, staff would then begin preparing an RFP for the design-build of the project with NV5's support. NV5's estimated cost to provide RFP and vendor selection support is $42,000; further details and accurate cost estimates would be provided in a new Task Order for staff to review and sign. Once staff selects a vendor through the RFP process, staff would return to the Council for approval of the vendor's proposal for design-build of the project.

NV5 has also included a preliminary project schedule in Figure 7 of the feasibility study report that covers all phases of the project. It should be noted that the project timeline could be extended significantly depending on how long procurement for critical materials takes such as for the BESS due to ongoing supply chain issues.

Finally, providing resilient power to Town Hall, the CMPA station, and Library through the proposed solar + BESS microgrid system represents just the first step towards creating a true Resilience Hub for the community. Other aspects of the Resilience Hub project that will be considered by staff include the services and activities that the Hub would support year-round, during disruptions (e.g., power outage), and during recovery after disruptions. Additionally, staff will need to ensure personnel and processes are in place to operate the Hub in all conditions (i.e., normal operation, disruption, and recovery), which may involve collaboration with community-based organizations and local, state, and federal agencies. Staff will seek input from the CAC and community through surveys and workshops on what features of a Resilience Hub would be most valuable to residents and assess the vulnerabilities of the community to natural hazards that are being exacerbated by climate change. By assessing these vulnerabilities and needs, we can ensure that the Resilience Hub provides an opportunity for the entire community to be more resilient and prepared for emergencies, particularly for those most vulnerable to these hazards, while improving community cohesion and public health.

FISCAL IMPACT

The total estimated project cost for the cash purchase based on the Design B scenario is $1,049,000. Staff recommends $622,397 be allocated from Measure J funds for the project over the course of FY 2023-24 and FY 2024-25, with the remainder being reimbursed through the federal Investment Tax Credit in the subsequent tax year after project completion, along with other possible external funding that the Town may be eligible for. The ITC can also be used to reimburse any consultant costs that are related to the project. Staff is planning to allocate funds in the Climate Action Fund for FY 2023-24 to cover NV5's consultant fees for RFP process support and vendor selection, which is estimated at $42,000.

GENERAL PLAN CONSISTENCY
Not applicable

CEQA AND CLIMATE ACTION PLAN CONSISTENCY
The Council's discussion of this item is not a "project" under the California Environmental Quality Act, because it does not involve an activity which has the potential to cause a direct or reasonably foreseeable indirect physical change in the environment (Cal. Pub. Res. Code § 21065).

The Resilience Hub project is consistent with the following measures of the adopted Climate Action Plan:

- **R-4: Innovative Technologies**: Investigate and pursue innovative technologies such as microgrids, battery storage, and demand-response programs that will improve the electric grid's resiliency and help to balance demand and renewable energy production.
- **R-5: Solar Energy Systems for Municipal Buildings**: Install solar energy systems at municipal buildings and facilities where feasible.
- **A-1: Preparation and Response**: Develop local systems of food and energy production to enhance the Town's resiliency and adaptation toward localized systems. Examples include microgrids for energy and regenerative agriculture practices on Town-managed land, as well as promoting home gardens and water catchment systems.

ATTACHMENTS

Attachment 1 – Resilience Hub Feasibility Study Presentation
Attachment 2 – Resilience Hub Feasibility Study Report

Solar PV, BESS/Microgrid, and EVSE Project – Feasibility Presentation

Town of San Anselmo

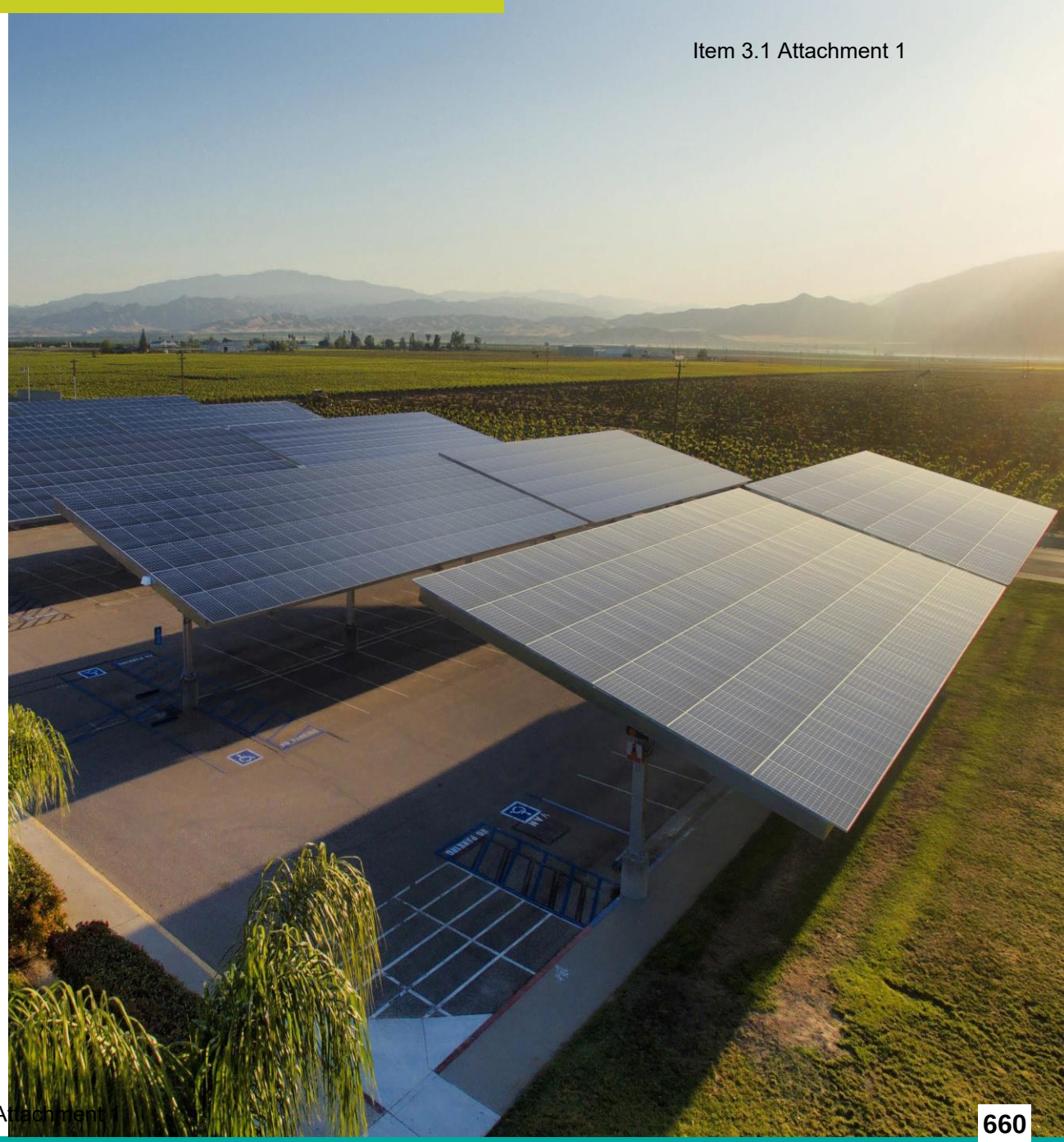
May 2023

SAGE ENERGY CONSULTING
an NV5 company

Item 3.1 Attachment 1

Agenda

1. Site Info and Resiliency Results
2. Design Layouts and Preliminary Renderings
3. Financial Analysis
4. Grant and Incentive Assistance Preliminary Results
5. Estimated Project Schedule
6. Estimated NV5 Consultant Fees
7. Next Steps
8. Appendices (Cash Flows and Modeling Assumptions)



SAGE ENERGY CONSULTING an NV5 company

1) Site Info and Resiliency Results

Item 3.1 Attachment 1

Site Historical and Expected Energy Consumption

Energy Loads	Utility	Current Tariff	Post-PV Tariff	Historical Energy Consumption (kWh/yr)	Historical Annual Cost ($)	Historical Unit Cost ($/kWh)	Energy Consumption Adjustment [1]	Expected Energy Consumption (kWh/yr)
Town Hall + Police Station	PG&E/MCE	B10, Deep Green	B6, Deep Green	160,000	$43,000	$0.27	-20%	128,000

1. *The estimated energy consumption adjustment stems from the Town of San Anselmo undergoing an HVAC renovation. The new HVAC is expected to reduce the annual load by 20-30% (NV5 assumed 20% for a more conservative adjustment).*

SAGE ENERGY CONSULTING an NV5 company

Solar PV and BESS Sizing

Solar PV System Sizing

Scenario	PV System Size (kWp-DC)	Yr-1 PV Production (kWh) [1]	Yr-1 Energy Offset (%)	PV Install Cost ($/Wp)	PPA Price ($/kWh)
Design A	86.5	128,000	100%	$6.77	$0.30
Design B	86.5	128,000	100%	$6.77	$0.30
Design C	85.6	128,000	100%	$8.99	$0.35

BESS Sizing

BESS kW	BESS kWh	BESS Microgrid Install Cost ($/kWh)	Annual Software Fees ($)	Reserved Capacity (kWh)
100	186	$2,100	$6,500	93

1. *The PV production is modeled to offset 100% of the expected load, which includes the 20% reduction in existing load from the HVAC renovations that are expected to take place Summer 2023.*

SAGE ENERGY CONSULTING an NV5 company

Resiliency Info

Critical Loads	Estimated Peak Critical Load (kW) [1]	Estimated Average Critical Load (kW)
Town Hall, Police Station, and Library Loads	48.4	15.6

		Microgrid Resiliency Probability [2]		
Reserved Capacity (kWh)	Minimum Resiliency SOC (%)	4-hr Outage	6-hr Outage	24-hr Outage
93	10%	99.5%	92.2%	52.9%
186	10%	100.0%	99.9%	76.5%

1. *Examples of critical loads include the electricity needed to power the HVAC, lighting, emergency alert systems, etc.*
2. *The above table indicates the probability of **maintaining power to critical loads through the duration of the outage**, given any outage occurring throughout the year.*

SAGE ENERGY CONSULTING an NV5 company

EV Capacity (Resiliency Event)

Electric Vehicle Miles Available (in the event of a Resiliency Event)

Reserved Capacity (kWh)	Outage Duration	Average Remaining BESS Capacity (kWh)	EV Miles[1]
93	4-hr	62	160
93	6-hr	49	120
186	24-hr	82	190

1. Assuming EV efficiency of a 2021 Nissan Leaf (0.30 kWh/mi), BESS roundtrip efficiency of 93%, and EV charger conversion efficiency of 97%.

- The results above are **average** values. The table can be interpreted as: given a reserved capacity, after serving critical loads for a chosen outage duration, the BESS would still have remaining capacity to provide a certain number of cumulative miles of EV charging.
  - For example, if 93 kWh of the BESS was kept in reserve for outages and a 6-hour outage occurred, the BESS would still have enough capacity to charge electric vehicle(s) approximately 120 miles of range.

- However, in the worst-case scenario, the BESS could be completely drained just by serving critical loads and have no remaining capacity for EV charging – the remaining capacity depends on the load/demand at the time of the power outage.

SAGE ENERGY CONSULTING an NV5 company

Bidirectional Charging (V2G)

- Bidirectional charging currently incurs added costs, including:
  - Special charging equipment (e.g., automatic transfer switches – which currently cost about $5,000)
  - More advanced charge management software/systems
  - Added charging (in order to recoup the power discharged from electric vehicles)

- Current revenue from bidirectional charging stems from:
  - Energy arbitrage (i.e., charging during “off-peak” times and discharging back to the grid during “peak” times)
  - Emergency Load Reduction Program (ELRP) events

- Utility companies have yet to announce an official vehicle-to-grid (V2G) tariff schedule, which, when announced, may change the financials and feasibility of V2G

- Currently, V2G is <u>most effective</u> with fleet vehicles that have routine schedules (i.e., school buses, delivery trucks, etc.)

- There are no widely-available Level 2 bidirectional EV charging stations currently on the market (and bidirectional Level 3 EV charging stations are much more expensive)

- **While the Town of San Anselmo could make approximately $500/year per EV (given idealized charging/discharging schedules), incorporating bidirectional charging as a revenue stream would reduce the ability for those EVs to assist in resiliency efforts should a power outage occur.**

2) Design Layouts and Preliminary Renderings

Item 3.1 Attachment 1

Design A

Single-Cantilever Canopies

- System Size: 86.5kWp DC
- Estimated Annual Production: 128,000

Design Notes

1. Single-cantilevered canopies in the main parking lot and in the Magnolia parking lot
2. Single-cantilever canopies are generally more expensive than double-cantilevered
3. Having solar PV in the Magnolia lot will require modification of the existing bioretention area as well as the current lighting
4. Orange-striped box represents the approximate BESS location (BESS could also be located adjacent to meter)
5. Red lines represent an estimated home run route (i.e., the trenching/conduit run from the PV/BESS to the main service breaker)

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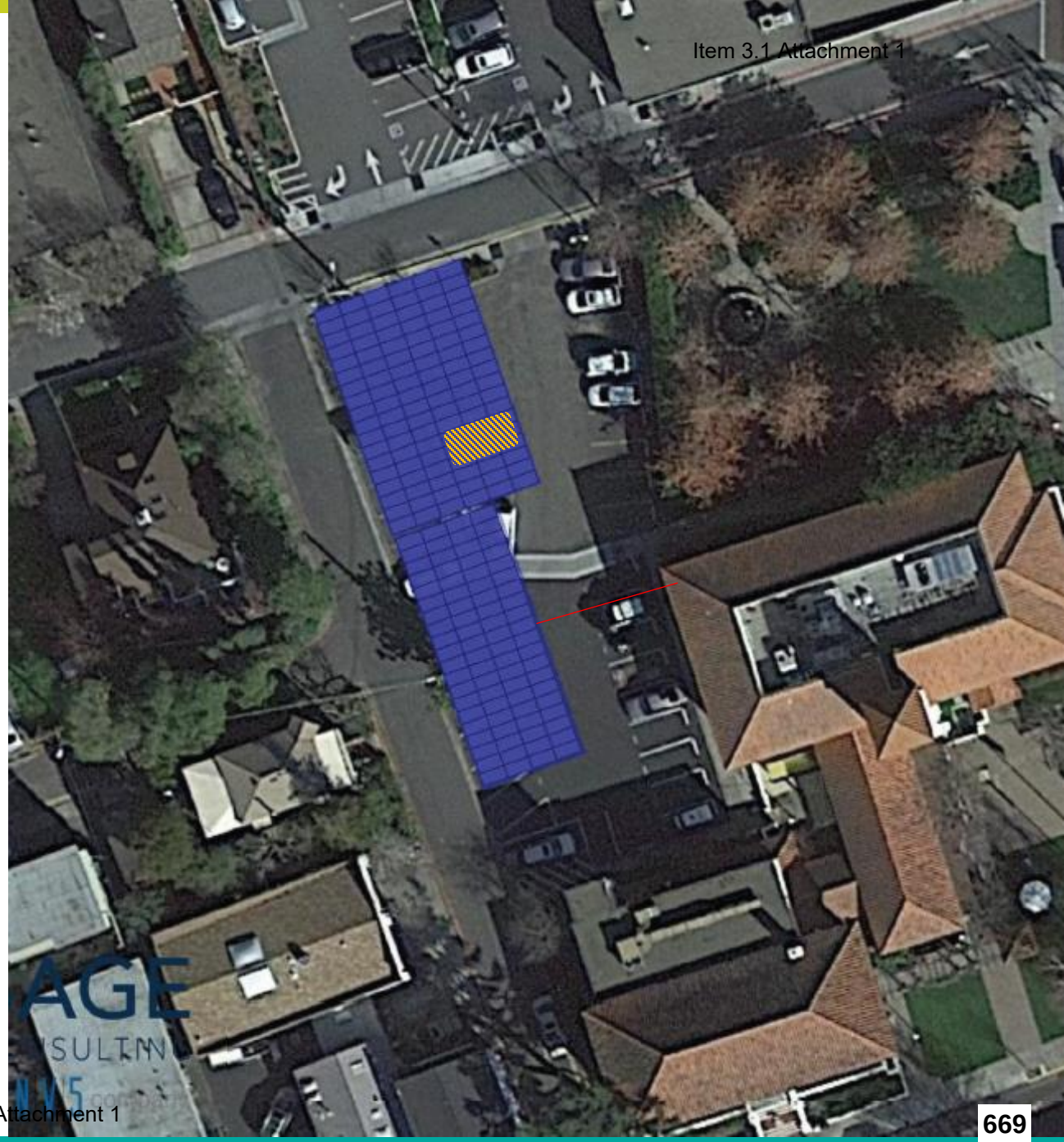
Design B *(recommended design)*

Mix of Single- and Double-Cantilevered Canopies

- System Size: 86.5kWp DC
- Estimated Annual Production: 128,000

Design Notes

1. Located just in the main lot, no changes to Magnolia lot
2. This design is the least disruptive to existing buildings or other structures (e.g., bioretention area, lighting, and Spanish tiling on the Town Hall roof all left as is)
3. Orange-striped box represents the approximate BESS location
4. Red lines represent an estimated home run route (i.e., the trenching/conduit run from the PV/BESS to the main service breaker)



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Design C

Mix of a Single-Cantilevered Canopy and a Roof Lattice Structure

- System Size: 85.6kWp DC
- Estimated Annual Production: 128,000

Design Notes

1. Single-cantilevered canopy in the main parking lot and a custom design for a lattice rooftop PV system
2. Having solar PV suspended over HVAC equipment would decrease the solar footprint in the parking lot but will require substantially more effort and money as the roof would require a specialized, custom design.
3. Orange-striped box represents the approximate BESS location
4. Red lines represent an estimated home run route (i.e., the trenching/conduit run from the PV/BESS to the main service breaker)

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Preliminary Solar PV Renderings

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3) Site Financials

(PV and PV+BESS SCENARIOS)

Item 3.1 Attachment 1

Summary Table - Lifetime NPV Savings (25-Year)

			Cash Purchase		PPA		Lease	
Scenario	Turnkey Project Cost ($)	Turnkey Project Cost, After ITC Reimbursement ($) [2]	Solar PV	PV + BESS Microgrid [3]	Solar PV	PV + BESS Microgrid [3]	Solar PV	PV + BESS Microgrid [3]
Design A	$1,049,000	$782,000	$393,000	($244,000)	$265,000	($484,000)	$189,000	($386,000)
Design B [1]	$1,049,000	$782,000	$393,000	($244,000)	$265,000	($485,000)	$189,000	($386,000)
Design C	$1,246,000	$928,000	$239,000	($395,000)	$144,000	($603,000)	($31,000)	($603,000)

1. *Design B is one of the least expensive upfront and one of the best-performing designs with respect to lifetime savings (NPV). Furthermore, while not explicitly shown here, Design A will likely be more costly after accounting for the modifications to the current bioretention area as well as a worse panel-to-column ratio compared to Design B.*
2. *A 25.5% ITC reimbursement was modeled rather than the full 30% since it depends on the type of funds that the Town will use to pay for the project (i.e., paying with tax-exempt funding results in a 15% penalty of the total reimbursement). If the Town pursues taxable funding and/or domestic content, the ITC reimbursement could increase to as high as 40% of eligible project costs.*
3. *With current battery pricing and electricity rates, the BESS/microgrid portion of the project results in negative lifetime savings for all designs. However, the industry is constantly evolving, and we can only estimate what the financials will look like in 10 years.*

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Additional Potential Sources of Revenue

1. Energy Arbitrage (from Bidirectional Charging and BESS)
   - Since the Town is on a Time-of-use (TOU) tariff rate, it could be possible for the Town to participate in energy arbitrage with either/both technologies
   - Energy arbitrage would entail discharging EVs and the BESS back to the grid during “peak” or “super-peak” periods then recharging during “off-peak” periods during the day.
   - While this is an option for another revenue stream, it is not recommended at this time, especially as it conflicts with the Town’s primary purpose of increasing resiliency.

2. Selling Renewable Energy Credits (RECs)
   - While the REC market currently lists each credit at ~$13/REC, the price is expected to keep decreasing until 2030 (at which point there is unlikely to be any market to sell RECs)
   - The Town could generate approximately $1,400 per year from the generated RECs from its installed solar PV, however, doing so mandates that the Town forfeits any claim that they are “green,” “solar powered,” or that they are benefitting from the solar PV in any way.

4) Grant and Incentive Assistance Preliminary Results

Item 3.1 Attachment 1

Potentially Available Grants/Incentives

	Program Name	Eligible Project(s)	Grant/Incentive Type	Estimated Available Funding for San Anselmo	Notes
1	Inflation Reduction Act (Investment Tax Credit, ITC)	PV, BESS, EVSE	Federal tax refund/credit	- 30% of project costs (exact percentage can vary)	- CAPEX, soft costs, etc. (including NV5's consultant fees)
2	*Net Energy Metering (already qualified/grandfathered)*	*PV*	*Utility rate schedule*	*N/A*	- *Grandfathered time-of-use electricity rate under NEM2.0*
3	Transportation Authority of Marin (TAM)	EVSE	Non-profit funds	- up to $3,000 per port for EV charging stations	- TAM funds come in last after all other grants/incentives
4	Marin Clean Energy (CCA)	EVSE	Grant	- up to $3,500 per port for EV charging stations	- Must be an MCE customer to qualify
5	Hybrid and Zero Emission Truck and Bus Voucher Incentive Project (HVIP)	EVSE	Vouchers	- $430M total - $20M for fleets - $48M for public transit buses	- Current round closed, new round opening soon - Provides point-of-sale rebate to purchase medium- and heavy-duty ZEVs - Rebate amount varies by vehicle class - May conflict with other CARB programs and regulations
6	CEC Grants	EVSE	State	- $50M for LD - $160M for MD and HD	- Various CEC Grant Programs aimed at promoting EVSE infrastructure development, the adoption of zero-emission medium- and heavy-duty vehicles, and expanding in-state production of LCF from low-carbon pathways - $50 million to support light-duty passenger vehicles - $160 million to support medium- and heavy-duty vehicles in FY 2022-2023
7	Self Generation Incentive Program (SGIP)	BESS	Rebate	Non-residential storage equity: $0.85/Wh	- Currently overallocated, the next round of funding should be released soon
8	PG&E Non-Residential Energy Efficiency Rebates	HVAC	Utility rebate	Will pay for part of Energy Efficiency upgrades (HVAC, lighting, etc.)	- Exact funding is unclear
9	PG&E - Non-residential Energy Efficiency Financing Program	HVAC	Loan Program	Government agencies may qualify for loans between $5,000-$4,000,000 per PG&E meter with loan periods of up to 10 years	- Provides 0% loans for energy efficiency projects. Loan funds must be used to purchase and install qualifying energy efficiency equipment.
10	California Strategic Growth Council (CSGC)	Microgrid/Resiliency	Grant	- $270M - Implementation grants range from $5-10M	- "funding...for the construction or retrofit of facilities to serve as community resilience centers that mitigate the public health impacts of extreme heat and other emergency situations exacerbated by climate change." - Two (2) rounds of funding – haven't opened yet - Round 1 Final Guidelines released in April 2023 - Eligible costs are quite broad (inclusive of preparing application, identifying site parameters, financial analysis, design, implementation, etc.)

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Potentially Available Grants/Incentives

1. The best incentive currently available is the ITC reimbursement from the Inflation Reduction Act (30-40% of eligible project costs)

2. There are multiple EV/EVSE grants and incentives available, such as MCE and TAM, which would pay for part of the Town's installed Level 2 EV charging stations costs.

3. There are some Microgrid/BESS grants currently available, and there are more to come (new rounds of funding should be opening soon)

4. There are some HVAC/Energy Efficiency programs, as well.

Investment Tax Credit - Sample Timeline

Before EOY 2024:

Projects Achieve Permission to Operate (PTO) – meaning they are interconnected and generating power

Q1-Q2 2025:

Town of San Anselmo Files Taxes for 2023 and Claims Tax Credit(s)

(even though the Town is a non-taxable entity)

Q3 2025:

IRS Will Issue Tax Refunds to the Town for XX% of Project Costs

Note: This timeline assumes that the projects achieve PTO in FY2024. The ITC Refund operates on both a site-by-site and project-specific basis, so for example, if the solar PV is completed, but the BESS is delayed until 2025, the Town could still file to receive ITC tax refund for the solar PV and wait to file the BESS until the next tax year.

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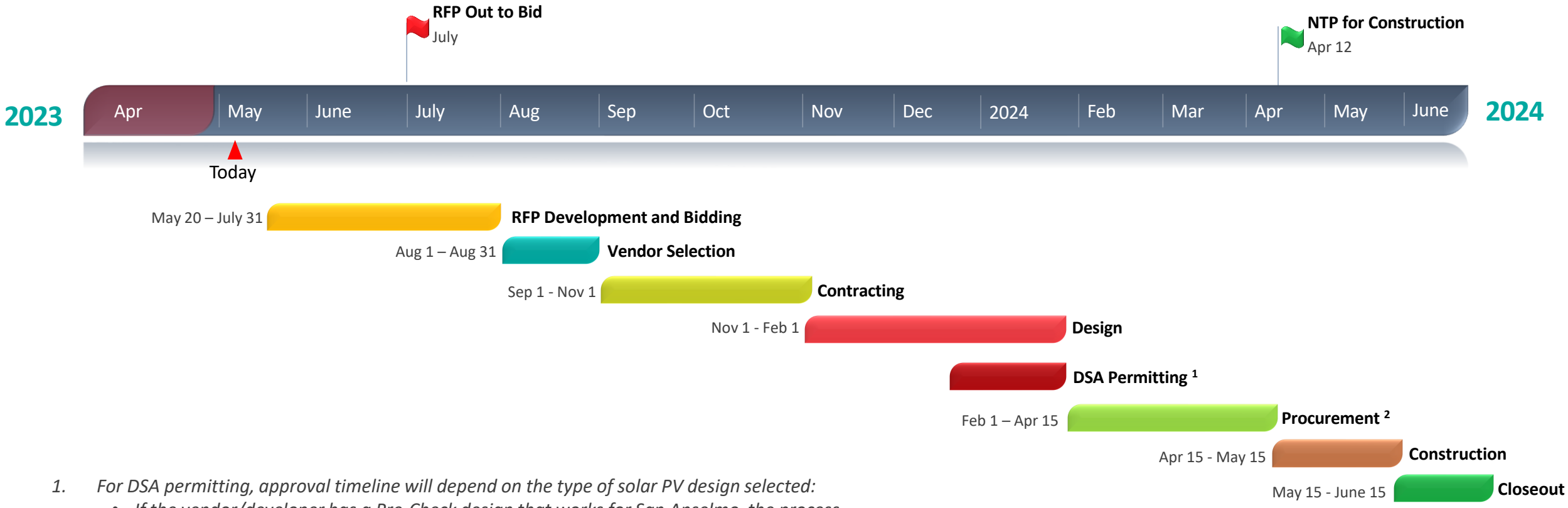
5) Estimated Project Schedule

Item 3.1 Attachment 1

Preliminary Project Schedule

(subject to change)



1. *For DSA permitting, approval timeline will depend on the type of solar PV design selected:*
   - *If the vendor/developer has a Pre-Check design that works for San Anselmo, the process could be as quick as a week (over-the-counter approval – OTC)*
   - *If it requires a full DSA Review, the process could take ~3 months*

2. *For procurement, long lead time items such as batteries and steel could significantly extend the timeline*

6) Estimated NV5 Consultant Fees

Item 3.1 Attachment 1

NV5 Estimated Project Consultant Fee

	Task	Start Date	End Date	Total Fees
1	RFP Process Support	5/21/2023	8/20/2023	$25,000
2	Vendor Selection	8/21/2023	9/20/2023	$17,000
3	Contracting Support	9/21/2023	11/20/2023	$15,000
4	Design Review	11/21/2023	12/20/2023	$14,000
5	Technical Construction Support/Management	12/21/2023	3/20/2024	$21,000
6	Commissioning Verification and Oversight	3/21/2024	5/20/2024	$15,000
7	Project Closeout	5/21/2024	6/20/2024	$14,000
			Total:	**$121,000**
8	*As-Needed Contingency (10%)*	*N/A*	*N/A*	*$12,000*
			Total (with Contingency):	**$132,000**

1. *These are **preliminary** estimates; fees are subject to change before a contract is agreed upon*
2. *Typical total consultant fees are ~10-15% of project cost*
3. *As mentioned in previous slides, these fees are indeed eligible for the ITC reimbursement*

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7) Next Steps

Item 3.1 Attachment 1

Next Steps

1. Review of Feasibility Study/Memo
2. Town of San Anselmo project budgeting
3. Council/Committee presentations
4. Solicit competitive proposals through an RFP
5. Evaluate proposals and rank vendors
6. Contract negotiations with top-ranked vendor
7. Design, procurement, construction, and commissioning

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Thank You

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8) Appendices

Item 3.1 Attachment 1

Appendix A: Design A - Info, Financial Results, Cash Flows

Design A

Project, Electricity Usage, and Financial Information

Project Information		
Number of Sites	Sites	1
Solar PV System Size	kW-DC	86.50
Solar PV Year 1 Production	kWh	128,000
Solar PV Yield	kWh/kW/Year	1,480
Energy Storage System Size	kW/kWh	100kW/186kWh
Modeled System Lifetime	Years	25
Solar PV Lifetime Production	kWh	2,919,000
Electricity Usage Information		
Annual Electricity Consumption	kWh	128,000
Annual Electricity Cost	$, Current Tariffs	$45,000
Average Cost of Electricity	$/kWh	$0.3516
Financial Information		
EPC Install Project Cost	$	$983,000
Project Soft Costs	$	$66,000
Annual Utility Inflation Rate	%	3.00%
NPV Discount Rate	%	2.00%

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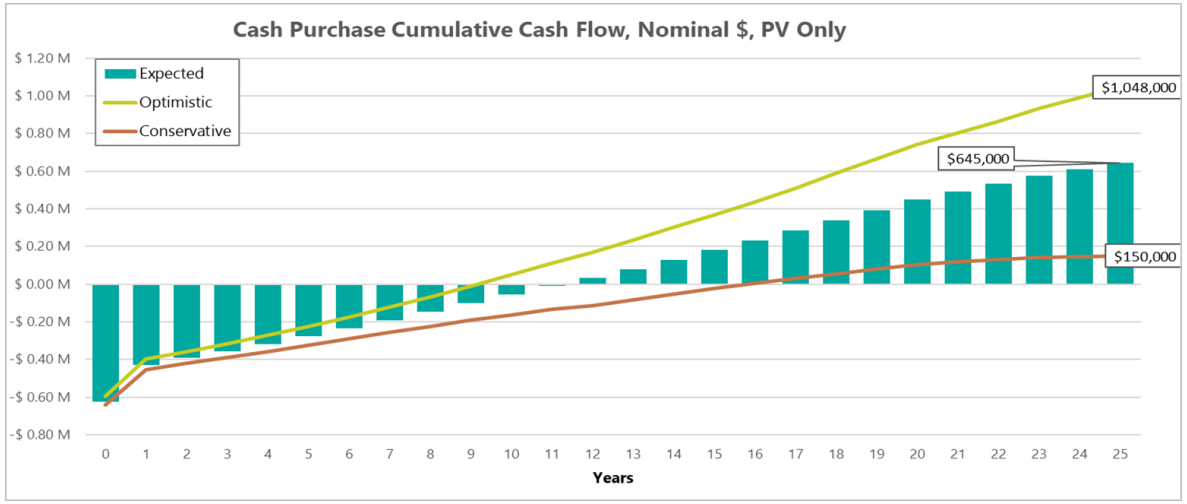
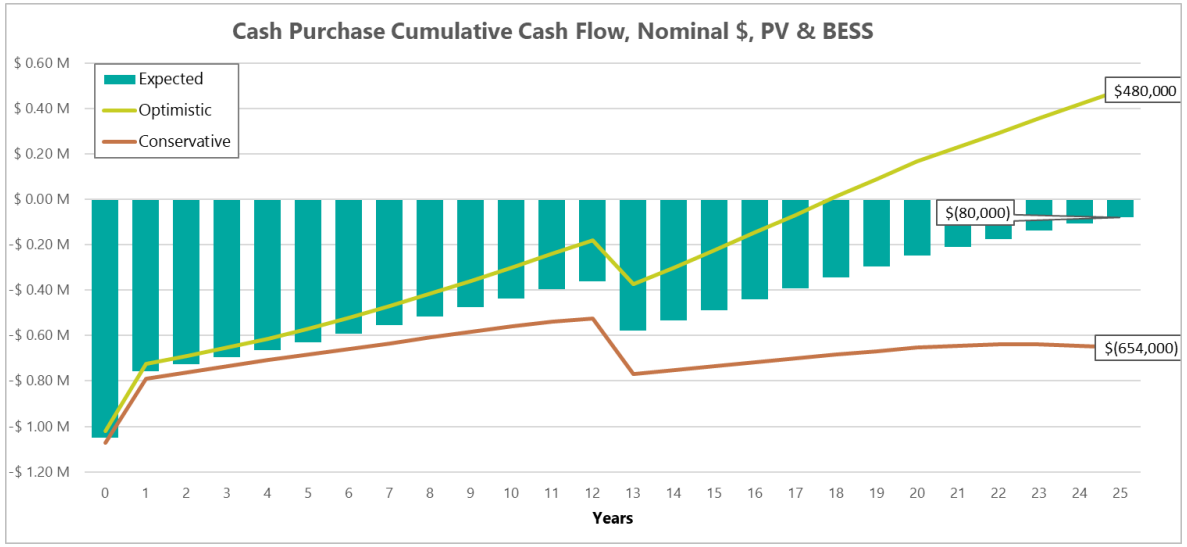
Design A

Cash Purchase Financial Results

Cash Purchase Financial Results		
25-year P50 Results, Solar PV		
Simple Payback, Solar	Years	11.2
Nominal Returns, Solar	$	$645,000
NPV Returns, 2% DR, Solar	$	$393,000
25-year P50 Results, Solar + Storage		
Simple Payback, Solar + Storage	Years	>25 Years
Nominal Returns, Solar + Storage	$	-$80,000
NPV Returns, 2% DR, Solar + Storage	$	-$244,000

Note: The cash flow graphs on the right have "Optimistic" and "Conservative" estimates as well as the "Expected" results. The optimistic and conservative estimates are based on the rate at which the utility (i.e., PG&E) raises its electricity rates annually. The greater the utility escalation rate, the greater the Town's resulting project cash flow will be – as a result of saving more money.





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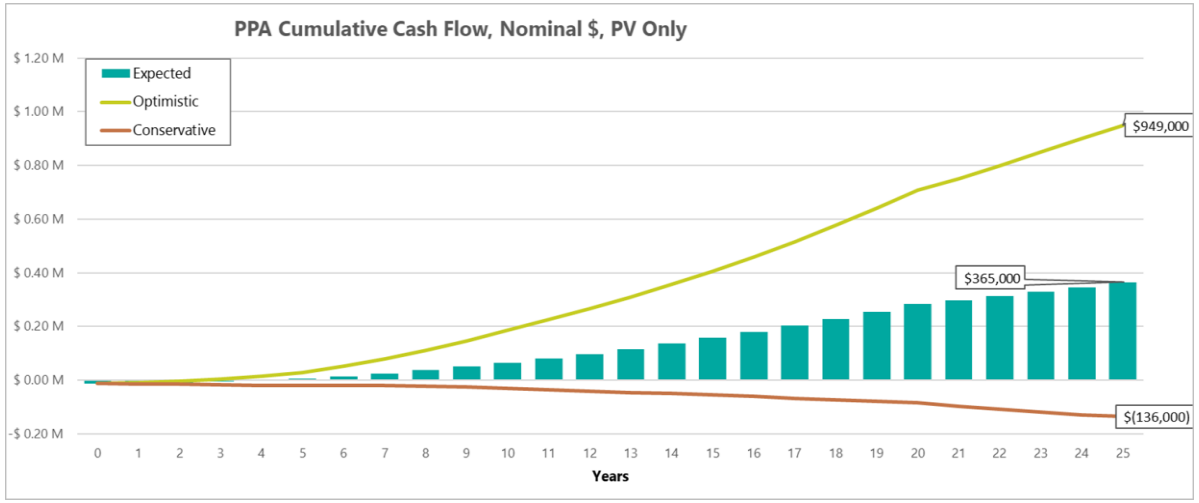
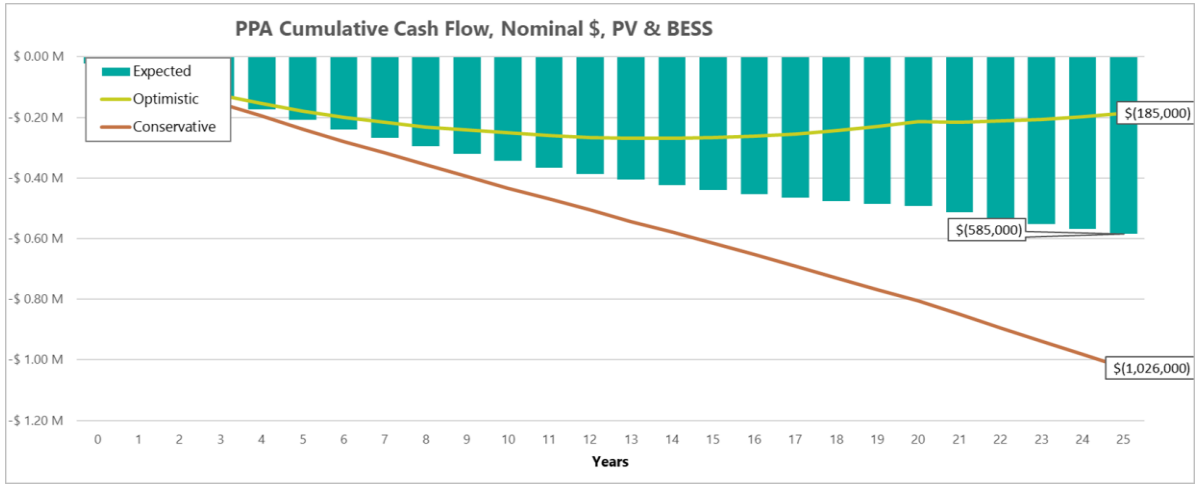
Design A

PPA Financial Results

PPA Financial Results		
PPA Price, PV	$/kWh	$0.3000
PPA Price Adder, BESS	$/kWh	$0.3292
25-year P50 Results, Solar PV		
Simple Payback, Solar	Years	4.3
Nominal Returns, Solar	$	$365,000
NPV Returns, 2% DR, Solar	$	$265,000
25-year P50 Results, Solar + Storage		
Simple Payback, Solar + Storage	Years	>25 Years
Nominal Returns, Solar + Storage	$	-$585,000
NPV Returns, 2% DR, Solar + Storage	$	-$484,000

Note: The cash flow graphs on the right have "Optimistic" and "Conservative" estimates as well as the "Expected" results. The optimistic and conservative estimates are based on the rate at which the utility (i.e., PG&E) raises its electricity rates annually. The greater the utility escalation rate, the greater the Town's resulting project cash flow will be – as a result of saving more money.





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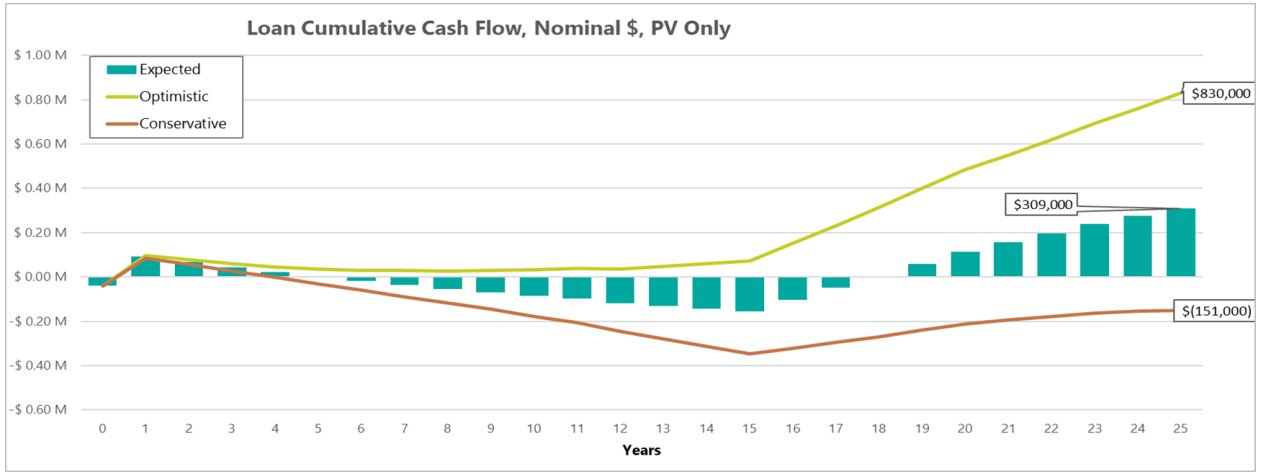
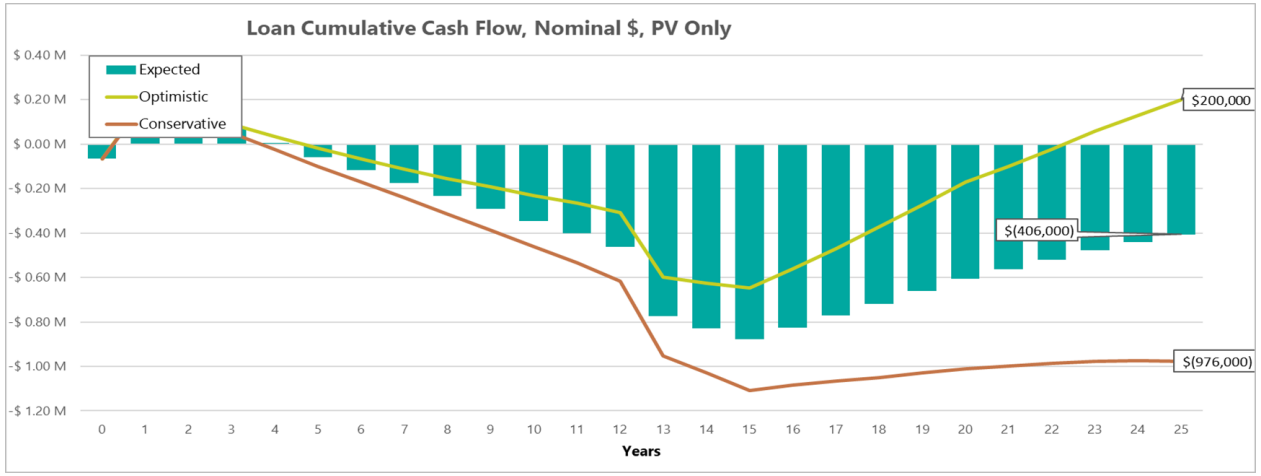
Design A

Lease Financial Results

Lease/Debt Financial Results		
25-year P50 Results, Solar PV		
Simple Payback, Solar	Years	17.9
Nominal Returns, Solar	$	$309,000
NPV Returns, 2% DR, Solar	$	$189,000
25-year P50 Results, Solar + Storage		
Simple Payback, Solar + Storage	Years	<1
Nominal Returns, Solar + Storage	$	-$406,000
NPV Returns, 2% DR, Solar + Storage	$	-$386,000

Note: The cash flow graphs on the right have "Optimistic" and "Conservative" estimates as well as the "Expected" results. The optimistic and conservative estimates are based on the rate at which the utility (i.e., PG&E) raises its electricity rates annually. The greater the utility escalation rate, the greater the Town's resulting project cash flow will be – as a result of saving more money.





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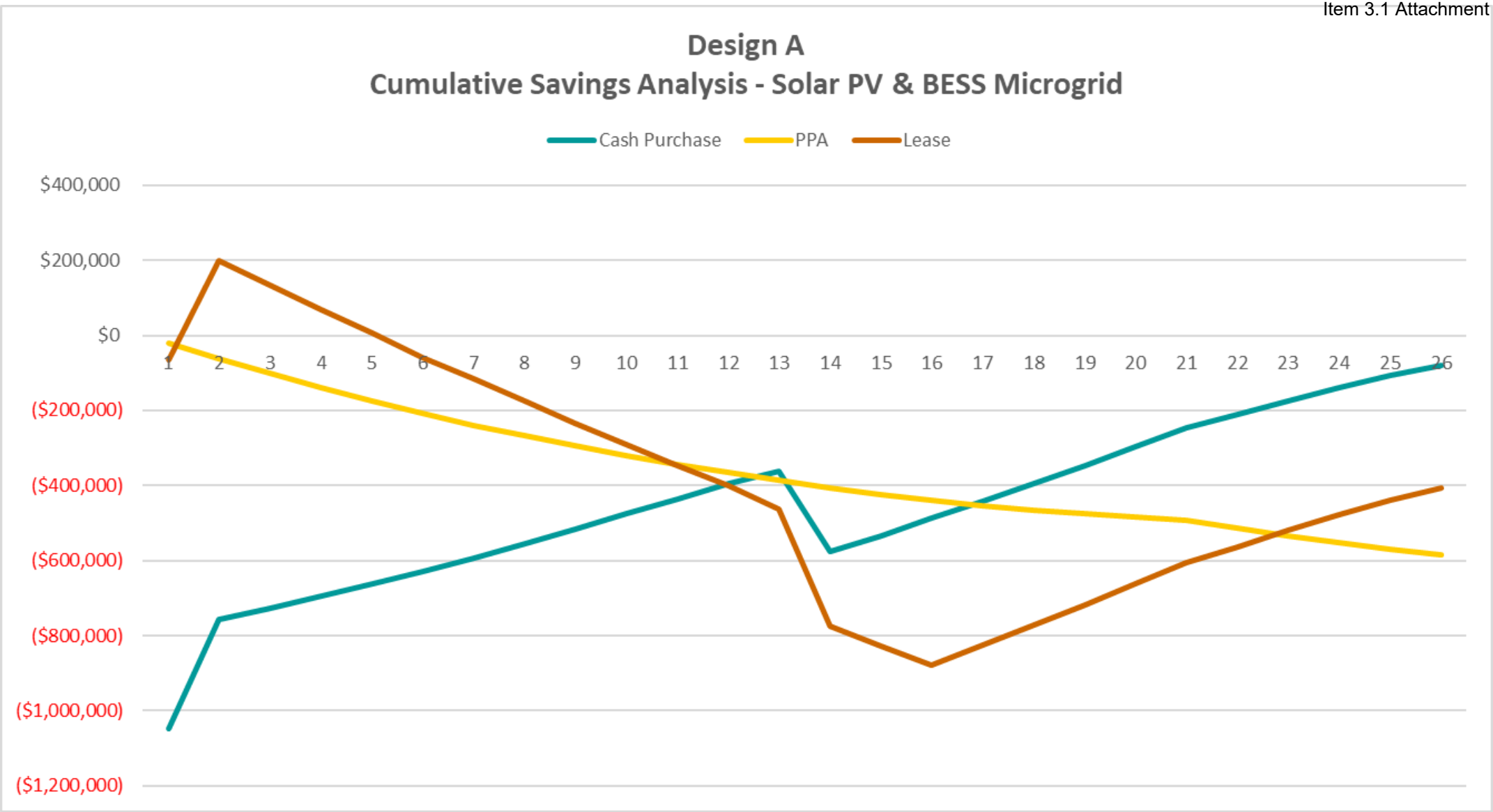

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*Note: The cumulative savings shown above are in **nominal** dollars*

Appendix B: Design B - Info, Financial Results, Cash Flows

Item 3.1 Attachment 1

Design B

Project, Electricity Usage, and Financial Information

Project Information		
Number of Sites	Sites	1
Solar PV System Size	kW-DC	86.50
Solar PV Year 1 Production	kWh	128,000
Solar PV Yield	kWh/kW/Year	1,480
Energy Storage System Size	kW/kWh	100kW/186kWh
Modeled System Lifetime	Years	25
Solar PV Lifetime Production	kWh	2,921,000
Electricity Usage Information		
Annual Electricity Consumption	kWh	128,000
Annual Electricity Cost	$, Current Tariffs	$42,000
Average Cost of Electricity	$/kWh	$0.3282
Financial Information		
EPC Install Project Cost	$	$983,000
Project Soft Costs	$	$66,000
Annual Utility Inflation Rate	%	3.00%
NPV Discount Rate	%	2.00%

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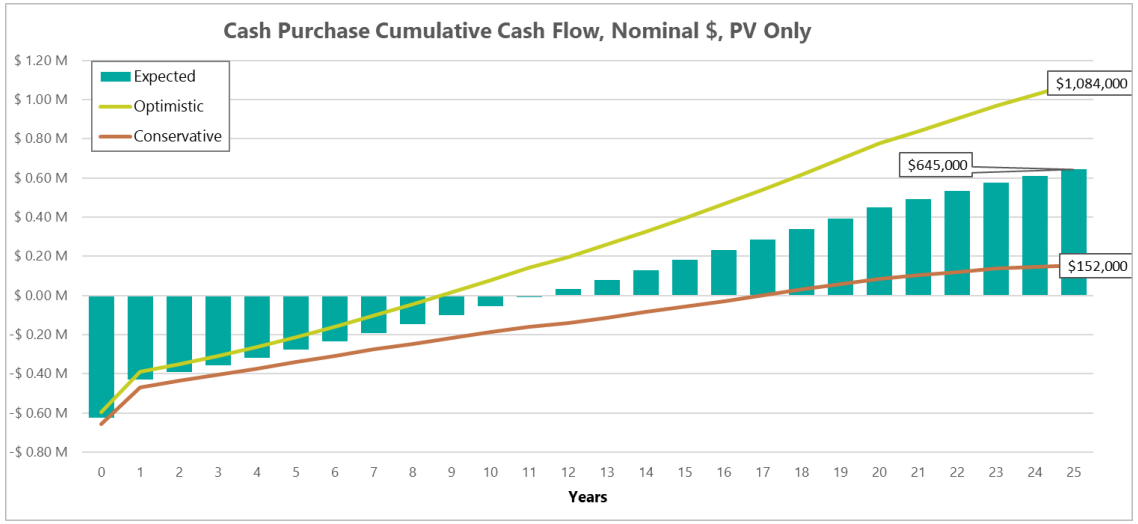
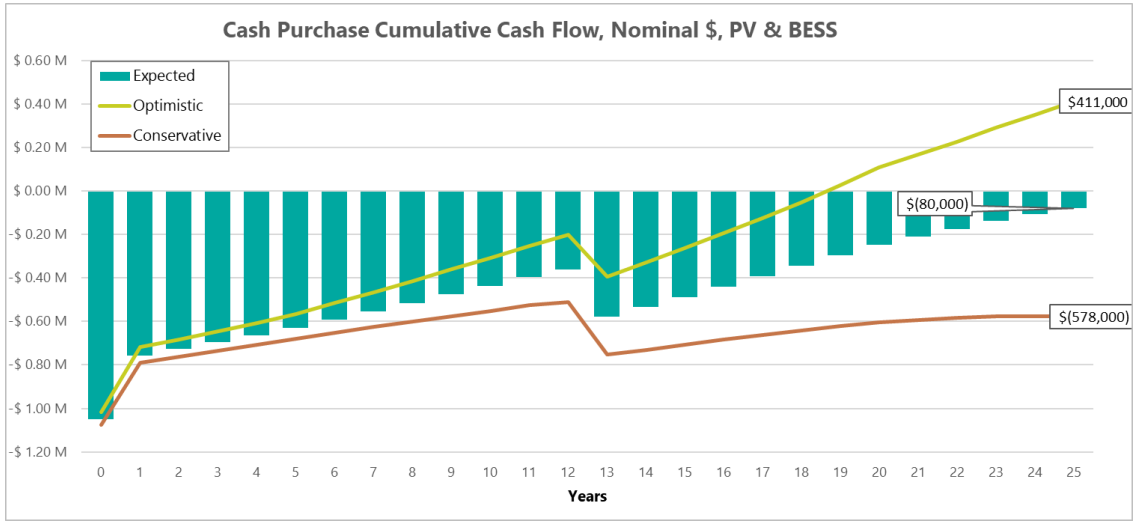
Design B

Cash Purchase Financial Results

Cash Purchase Financial Results		
25-year P50 Results, Solar PV		
Simple Payback, Solar	Years	11.2
Nominal Returns, Solar	$	$645,000
NPV Returns, 2% DR, Solar	$	$393,000
25-year P50 Results, Solar + Storage		
Simple Payback, Solar + Storage	Years	>25 Years
Nominal Returns, Solar + Storage	$	-$80,000
NPV Returns, 2% DR, Solar + Storage	$	-$244,000

Note: The cash flow graphs on the right have "Optimistic" and "Conservative" estimates as well as the "Expected" results. The optimistic and conservative estimates are based on the rate at which the utility (i.e., PG&E) raises its electricity rates annually. The greater the utility escalation rate, the greater the Town's resulting project cash flow will be – as a result of saving more money.





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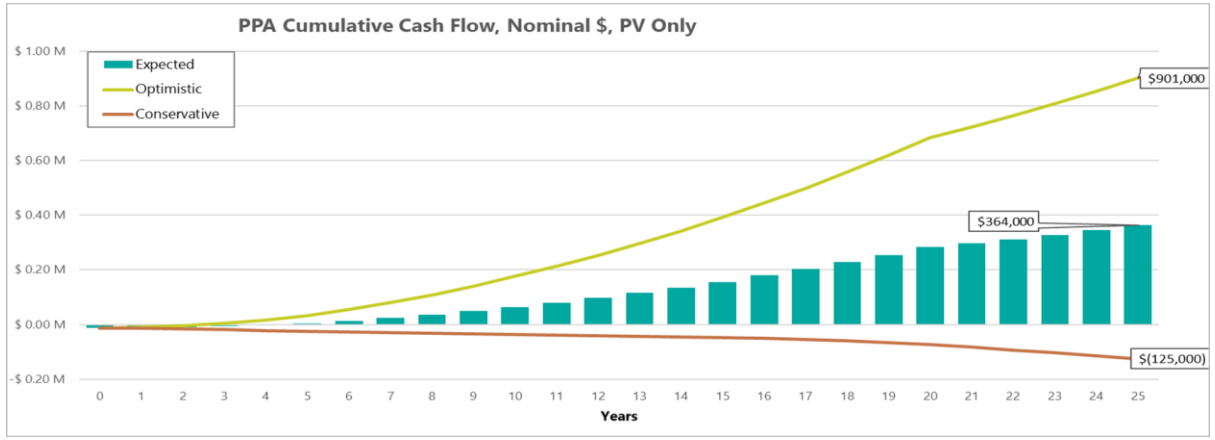
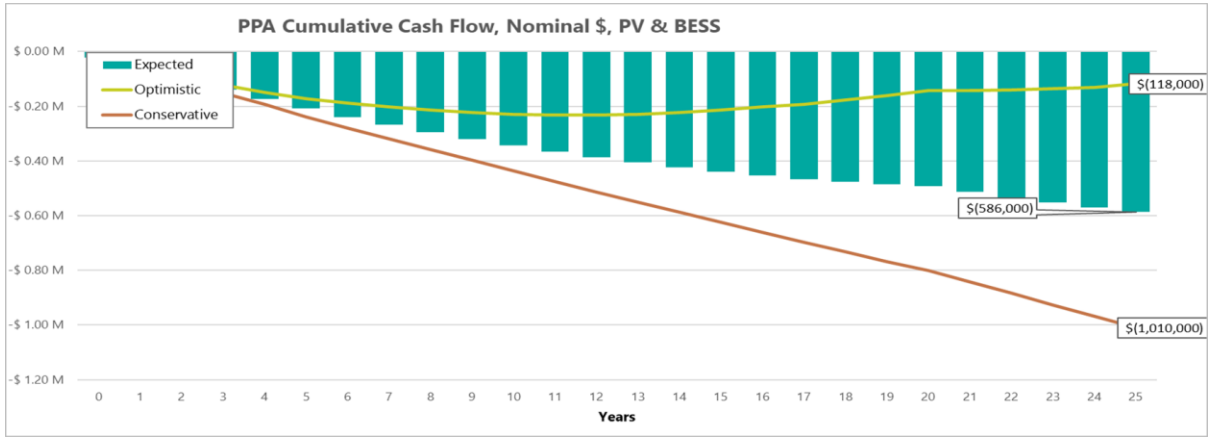
Design B

PPA Financial Results

PPA Financial Results		
PPA Price, PV	$/kWh	$0.3
PPA Price Adder, BESS	$/kWh	$0.3289
25-year P50 Results, Solar PV		
Simple Payback, Solar	Years	4.4
Nominal Returns, Solar	$	$364,000
NPV Returns, 2% DR, Solar	$	$265,000
25-year P50 Results, Solar + Storage		
Simple Payback, Solar + Storage	Years	>25 Years
Nominal Returns, Solar + Storage	$	-$586,000
NPV Returns, 2% DR, Solar + Storage	$	-$485,000

Note: The cash flow graphs on the right have "Optimistic" and "Conservative" estimates as well as the "Expected" results. The optimistic and conservative estimates are based on the rate at which the utility (i.e., PG&E) raises its electricity rates annually. The greater the utility escalation rate, the greater the Town's resulting project cash flow will be – as a result of saving more money.





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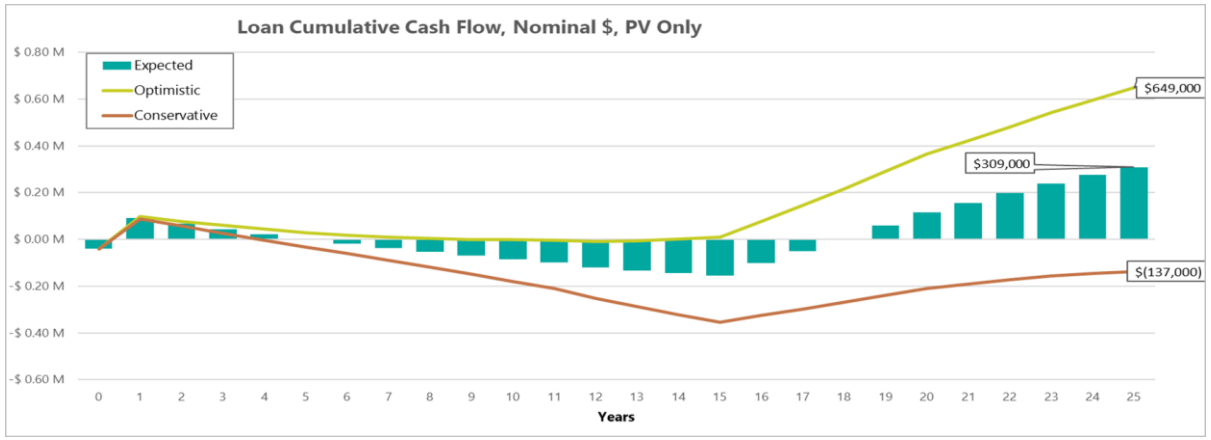
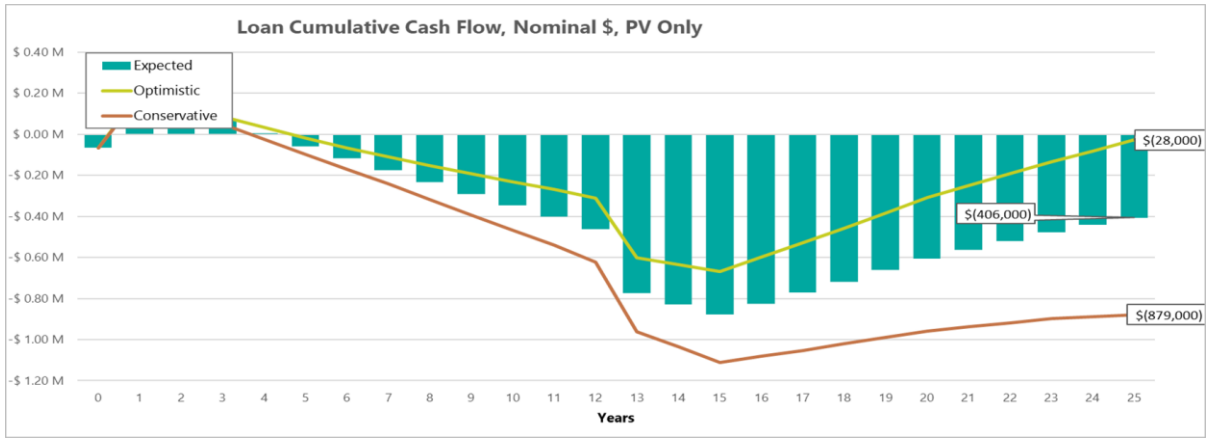
Design B

Lease Financial Results

Lease/Debt Financial Results		
25-year P50 Results, Solar PV		
Simple Payback, Solar	Years	17.9
Nominal Returns, Solar	$	$309,000
NPV Returns, 2% DR, Solar	$	$189,000
25-year P50 Results, Solar + Storage		
Simple Payback, Solar + Storage	Years	<1
Nominal Returns, Solar + Storage	$	-$406,000
NPV Returns, 2% DR, Solar + Storage	$	-$386,000

Note: The cash flow graphs on the right have "Optimistic" and "Conservative" estimates as well as the "Expected" results. The optimistic and conservative estimates are based on the rate at which the utility (i.e., PG&E) raises its electricity rates annually. The greater the utility escalation rate, the greater the Town's resulting project cash flow will be – as a result of saving more money.





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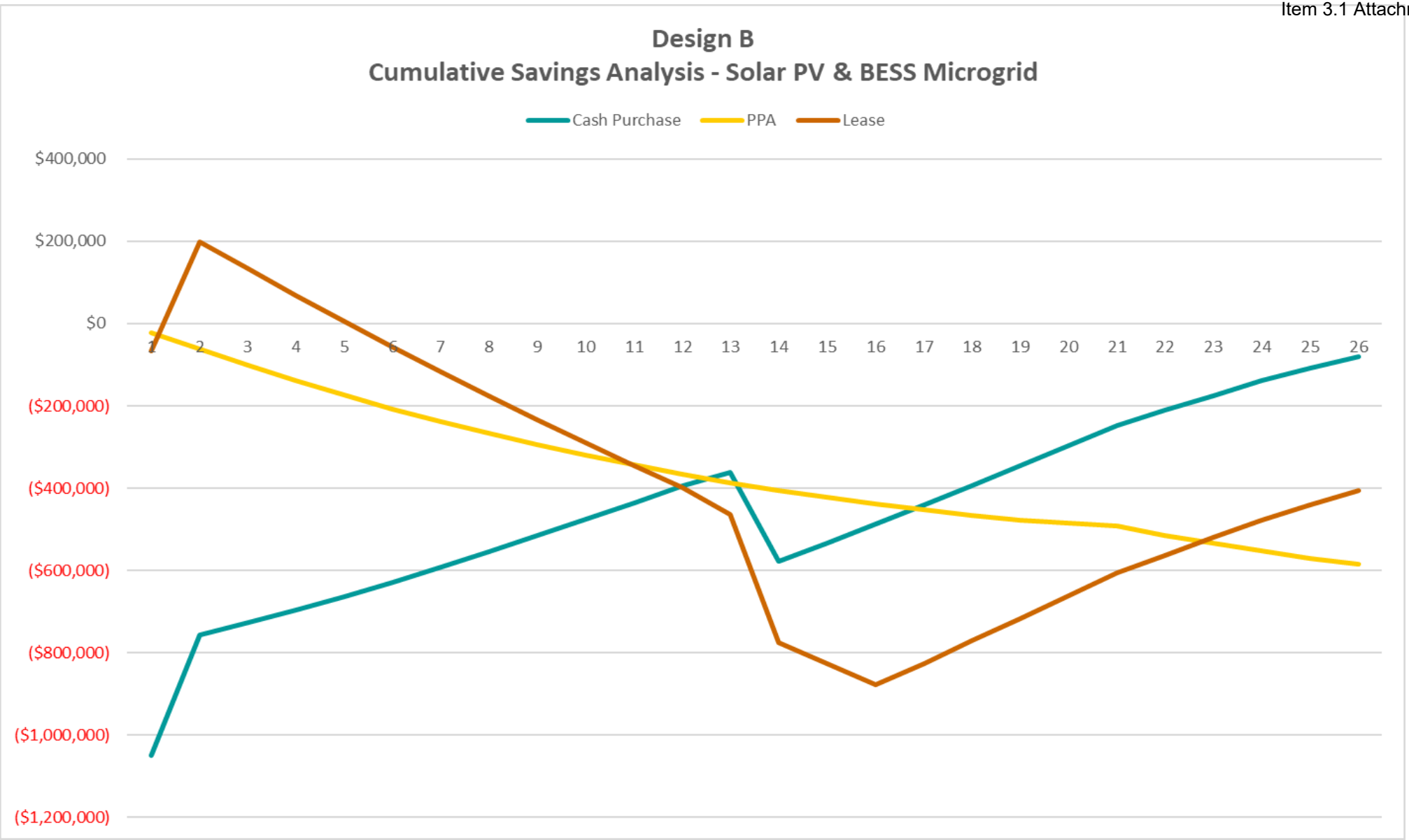

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*Note: The cumulative savings shown above are in **nominal** dollars*

Appendix C: Design C - Info, Financial Results, Cash Flows

Item 3.1 Attachment 1

Design C

Project, Electricity Usage, and Financial Information

Project Information		
Number of Sites	Sites	1
Solar PV System Size	kW-DC	85.60
Solar PV Year 1 Production	kWh	128,000
Solar PV Yield	kWh/kW/Year	1,495
Energy Storage System Size	kW/kWh	100kW/186kWh
Modeled System Lifetime	Years	25
Solar PV Lifetime Production	kWh	2,919,000
Electricity Usage Information		
Annual Electricity Consumption	kWh	128,000
Annual Electricity Cost	$, Current Tariffs	$42,000
Average Cost of Electricity	$/kWh	$0.3282
Financial Information		
Turnkey Project Cost	$	$1,167,000
Project Soft Costs	$	$79,000
Annual Utility Inflation Rate	%	3.00%
NPV Discount Rate	%	2.00%

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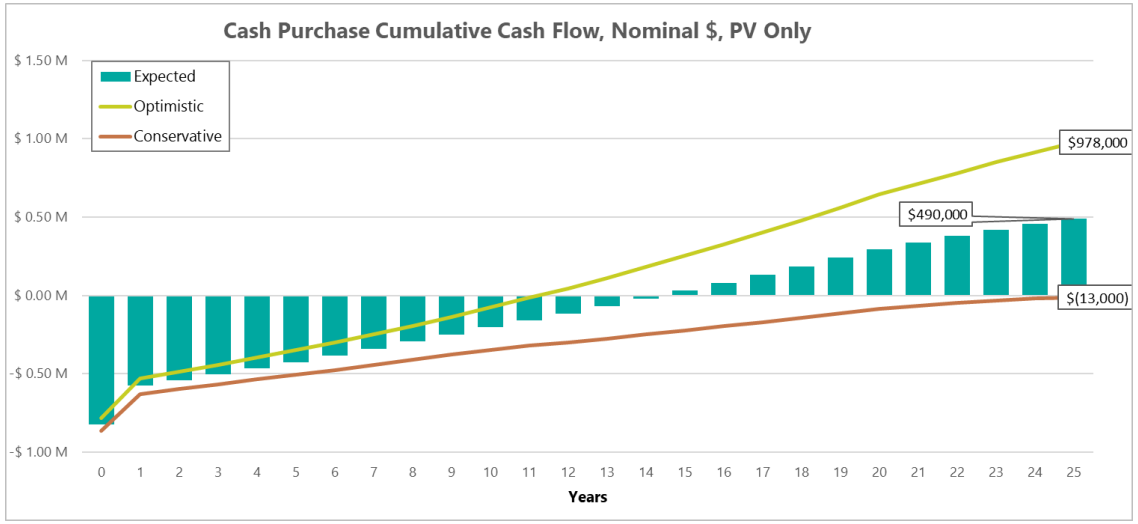
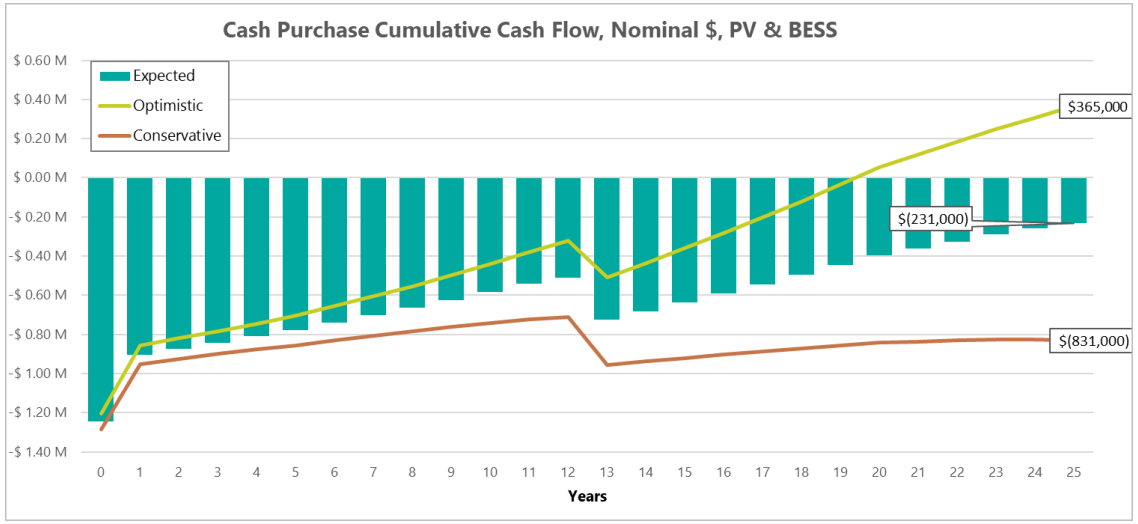
Design C

Cash Purchase Financial Results

Cash Purchase Financial Results		
25-year P50 Results, Solar PV		
Simple Payback, Solar	Years	14.4
Nominal Returns, Solar	$	$490,000
NPV Returns, 2% DR, Solar	$	$239,000
25-year P50 Results, Solar + Storage		
Simple Payback, Solar + Storage	Years	>25 Years
Nominal Returns, Solar + Storage	$	-$231,000
NPV Returns, 2% DR, Solar + Storage	$	-$395,000

Note: The cash flow graphs on the right have "Optimistic" and "Conservative" estimates as well as the "Expected" results. The optimistic and conservative estimates are based on the rate at which the utility (i.e., PG&E) raises its electricity rates annually. The greater the utility escalation rate, the greater the Town's resulting project cash flow will be – as a result of saving more money.





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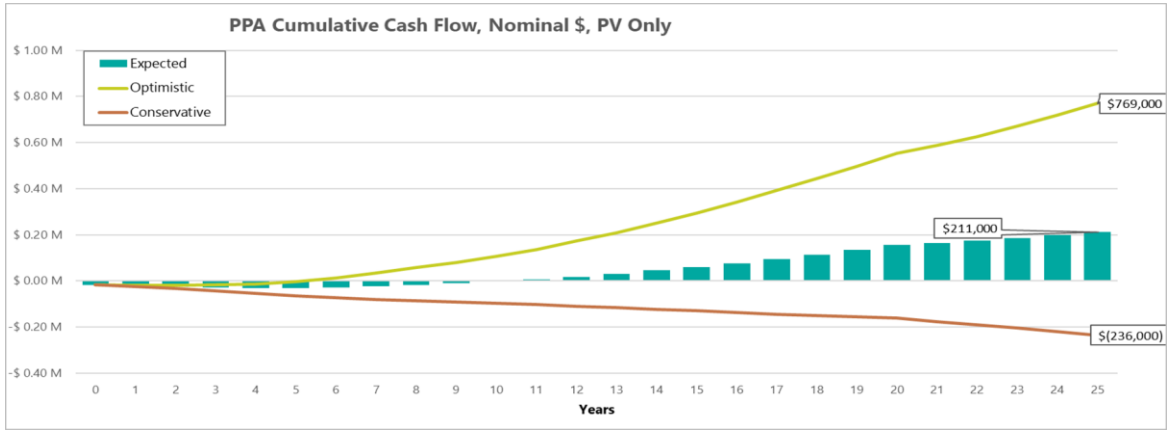
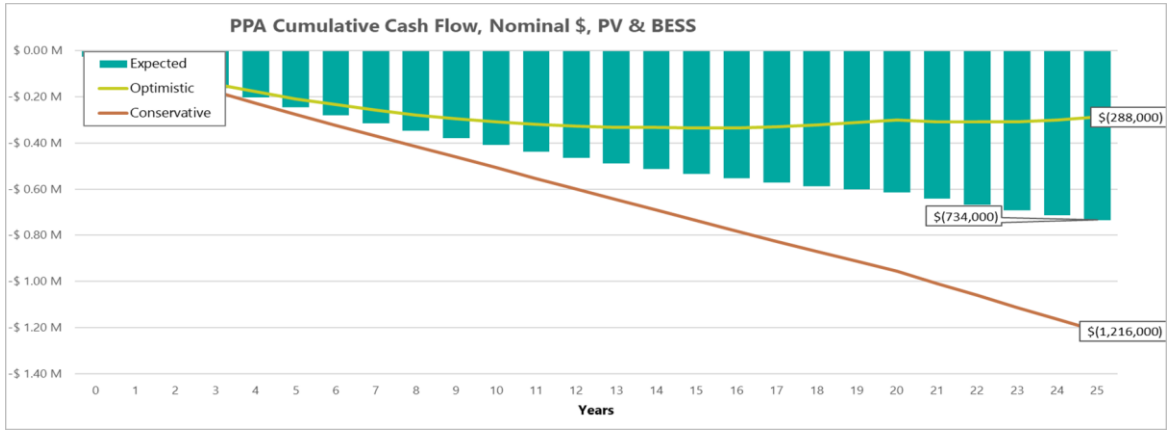
Design C

PPA Financial Results

PPA Financial Results		
PPA Price, PV	$/kWh	$0.35
PPA Price Adder, BESS	$/kWh	$0.3292
25-year P50 Results, Solar PV		
Simple Payback, Solar	Years	10.3
Nominal Returns, Solar	$	$211,000
NPV Returns, 2% DR, Solar	$	$144,000
25-year P50 Results, Solar + Storage		
Simple Payback, Solar + Storage	Years	>25 Years
Nominal Returns, Solar + Storage	$	-$734,000
NPV Returns, 2% DR, Solar + Storage	$	-$603,000

Note: The cash flow graphs on the right have "Optimistic" and "Conservative" estimates as well as the "Expected" results. The optimistic and conservative estimates are based on the rate at which the utility (i.e., PG&E) raises its electricity rates annually. The greater the utility escalation rate, the greater the Town's resulting project cash flow will be – as a result of saving more money.





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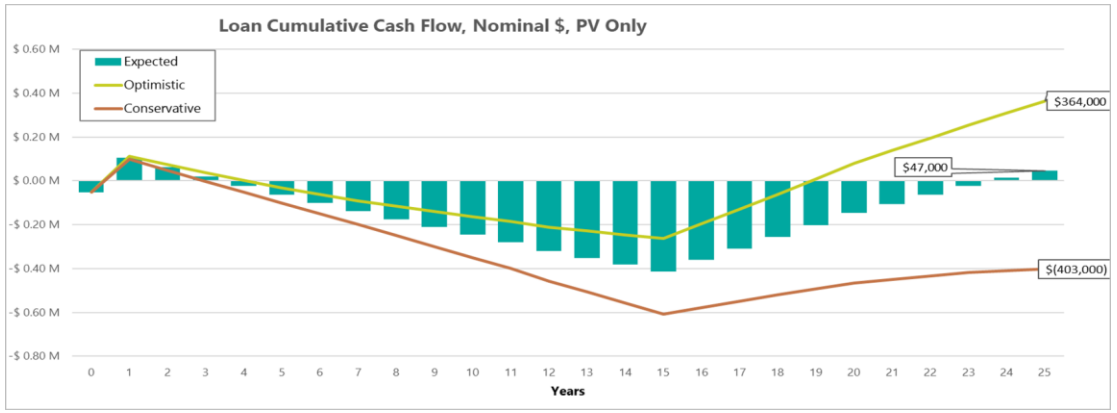
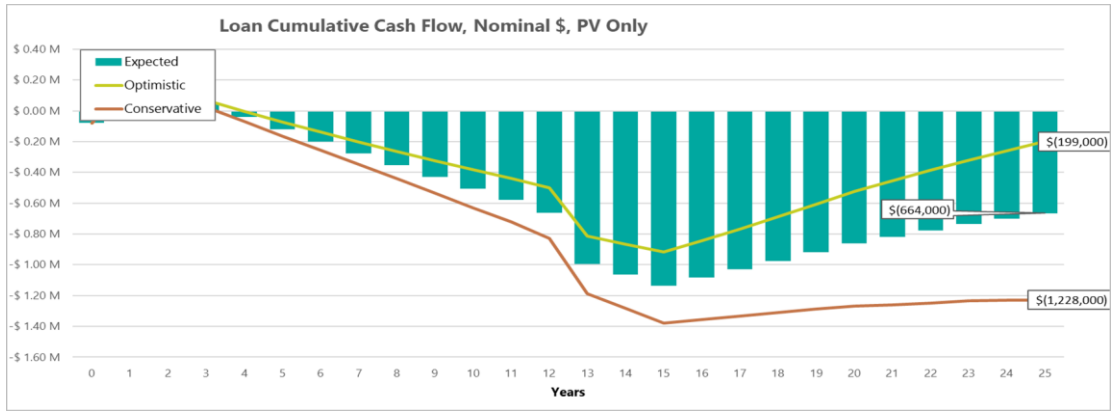
Design C

Lease Financial Results

Lease/Debt Financial Results		
25-year P50 Results, Solar PV		
Simple Payback, Solar	Years	23.6
Nominal Returns, Solar	$	$47,000
NPV Returns, 2% DR, Solar	$	-$31,000
25-year P50 Results, Solar + Storage		
Simple Payback, Solar + Storage	Years	<1
Nominal Returns, Solar + Storage	$	-$664,000
NPV Returns, 2% DR, Solar + Storage	$	-$603,000





Note: The cash flow graphs on the right have "Optimistic" and "Conservative" estimates as well as the "Expected" results. The optimistic and conservative estimates are based on the rate at which the utility (i.e., PG&E) raises its electricity rates annually. The greater the utility escalation rate, the greater the Town's resulting project cash flow will be – as a result of saving more money.

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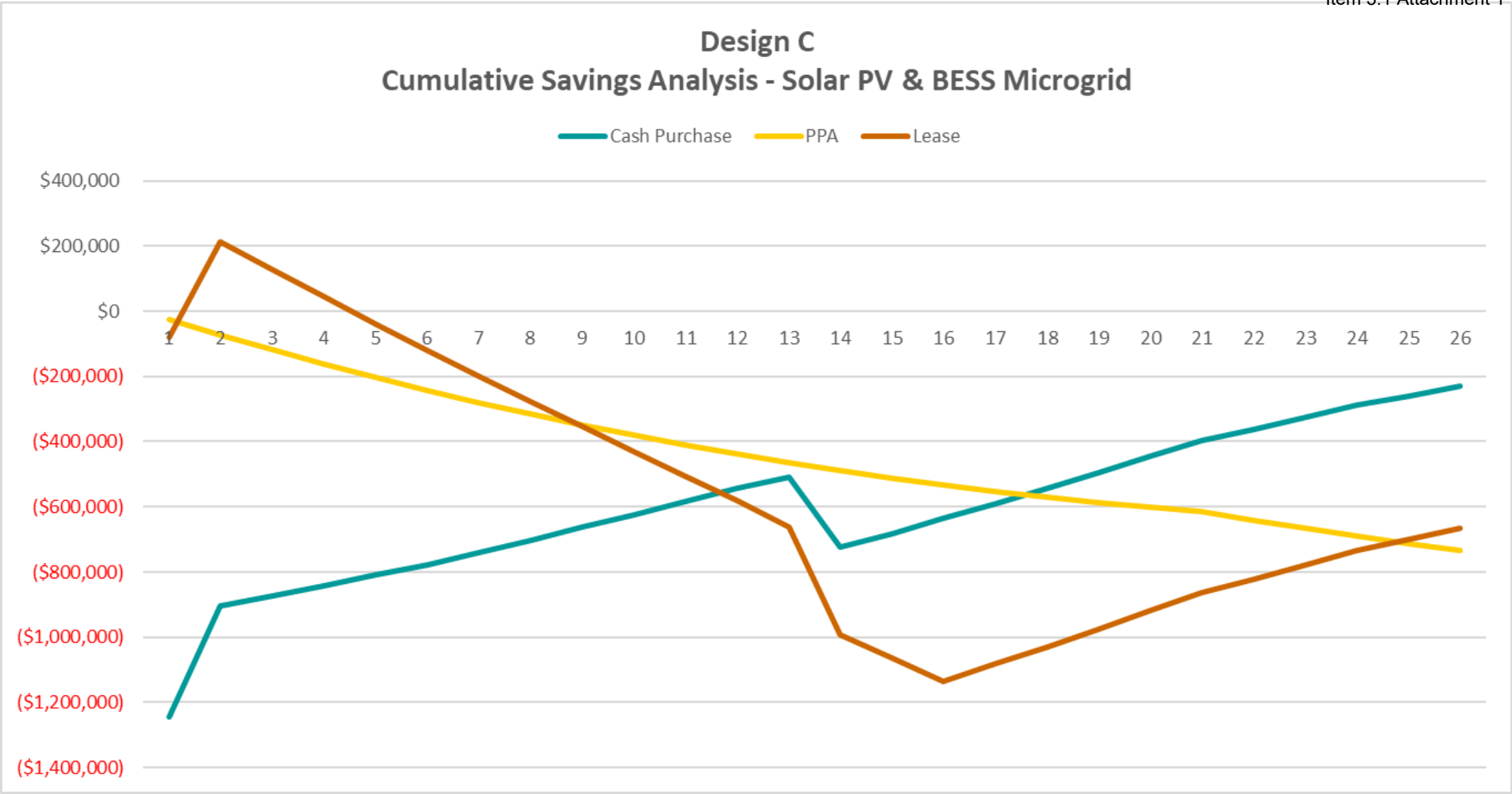

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*Note: The cumulative savings shown above are in **nominal** dollars*

Town of San Anselmo Feasibility Study Report

Solar Photovoltaic System paired with Battery Energy Storage

May 15, 2023

SAGE ENERGY CONSULTING
an NV5 company
Sage Energy Consulting, Inc.
101 Lucas Valley Road, Suite 302
San Rafael, CA 94903
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Table of Contents

Table of Contents i
Figures i
Tables i
1. Executive Summary 1
1.1 Introduction 1
1.2 Key Findings 1
1.3 Next Steps 8
2. Project Modeling Results 8
3. Approach 12
3.1 Feasibility Study Steps 12
3.2 Key Assumptions and Modeling Inputs 12
4. Project Modeling Cash Flows and Graphs 14
5. Grants and Incentives 33
6. Preliminary Project Schedule 34

Figures

Figure 1: Design A Solar PV Array 2
Figure 2: Design B Solar PV Array 3
Figure 3: Design C Solar PV Array 4
Figure 4: Preliminary Solar PV Rendering – Wooden Shade Structure 5
Figure 5: Preliminary Solar PV Rendering – Standard Steel Canopy 5
Figure 6: Estimated Investment Tax Credit Reimbursement Timeline 33
Figure 7: Preliminary Project Schedule/Timeline 34

Tables

Table 1: Overview and Key Assumptions 8
Table 2: Summary Table of Lifetime NPV Savings for Each Design 9
Table 3: Financial Results – Cash Purchase 9
Table 4: Financial Results - PPA 10
Table 5: Financial Results - Lease 10
Table 6: Microgrid Resiliency Probability 11
Table 7: Electric Vehicle Miles Available During a Resiliency Event 11
Table 8: Key Assumptions and Modeling Inputs 13

Table 9: Design A - Cash Purchase, Solar PV Only 15
Table 10: Design A - Cash Purchase, Solar PV + BESS 16
Table 11: Design A - PPA Financing, Solar PV Only 17
Table 12: Design A - PPA Financing, Solar PV + BESS 18
Table 13: Design A - Lease, Solar PV Only 19
Table 14: Design A - Lease, Solar PV + BESS 20
Table 15: Design B - Cash Purchase, Solar PV Only 21
Table 16: Design B - Cash Purchase, Solar PV + BESS 22
Table 17: Design B - PPA Financing, Solar PV Only 23
Table 18: Design B - PPA Financing, Solar PV + BESS 24
Table 19: Design B - Lease, Solar PV Only 25
Table 20: Design B - Lease, Solar PV + BESS 26
Table 21: Design C - Cash Purchase, Solar PV Only 27
Table 22: Design C - Cash Purchase, Solar PV + BESS 28
Table 23: Design C - PPA Financing, Solar PV Only 29
Table 24: Design C - PPA Financing, Solar PV + BESS 30
Table 25: Design C - Lease, Solar PV Only 31
Table 26: Design C - Lease, Solar PV + BESS 32
Table 27: Grants and Incentives Short-List 33

1. Executive Summary

1.1 Introduction

The Town of San Anselmo (Town) is considering developing a solar photovoltaic (PV) system paired with a battery energy storage system (BESS) at the Town Hall, Police Station, and Library to reduce energy costs and environmental impact. In pursuit of that objective, the Town of San Anselmo engaged Sage Energy Consulting – an NV5 company (NV5) to analyze various project options/scenarios and produce this feasibility study. This study outlines possible project scenarios and estimated outcomes including financial savings, costs, and practical technical and engineering matters. In addition, this study provides a foundation from which the Town of San Anselmo can develop a request for proposals (RFP) that effectively directs responders/bidders into preparing proposals that are intercomparable, transparent, and competitive.

The Town requested different financing options for the PV & BESS microgrid system to compare the capital costs associated with development of the project. NV5 modeled three (3) different financial scenarios: Cash Purchase, Power Purchase Agreement (PPA), and Lease Financing for the combined PV+BESS project.

1.2 Key Findings

Site Energy Usage and Cost

1. Electrical meter and usage – There is one main electrical meter on the Town site. NV5 evaluated the historical energy usage to create an annual interval energy usage profile for the meter.
2. Electricity cost – NV5 evaluated electrical energy costs using energy tariffs from PG&E.
3. Future energy cost escalation – NV5 evaluated both the energy (kWh) and demand (kW) trends for the CA market to inform forward pricing assumptions. The industry norm is to model escalation as compound annual growth rate (CAGR), which somewhat understates energy costs/value over time compared to linear escalation. Due to this, as well as some overall upward pressure on energy prices in the mid-term, NV5 used a blended escalation rate of 3% CAGR for this modeling.

PV System Siting and Sizing

4. PV array location – The Town of San Anselmo prefers to site the PV system in the main parking lot. The lot is oriented appropriately and appears suitable for construction of long-span and/or cantilever shade canopy structures (pending geotechnical and underground utility-location surveys).
5. Shading of PV arrays – There is minimal shading from trees or buildings in the vicinity of the proposed designs. However, there are trees along the eastern side of the parking lot, where it abuts Imagination Park. If the solar PV designs change to incorporate that side of the parking lot, further analysis would need to be conducted to determine feasibility as shading adversely impacts the energy production and financial savings of the project. The Town has indicated that none of these trees may be removed.
6. Electrical meter and PV system sizes – There is one main electrical meter at the Town site. PG&E's interconnection policy limits the PV system size to less than 1,000 kilowatts AC generating capacity. This should not pose a problem for the Town of San Anselmo as the current PV system sizes being modeled and designed are less than 100 kW AC.

7. Solar PV system design scenarios modeled – Based on the above Findings and Assumptions, three PV system designs were evaluated (see **Figures 1-3**):
    a. **Design A** limits the PV system size to 86.5 kW DC and is interconnected at the Town of San Anselmo utility meter. This design consists solely of single-cantilevered, 4-up canopies. One canopy resides in the main parking lot, while the second canopy would span part of the Magnolia Parking Lot across the street. Additionally, the second array would cover a portion of the existing bioretention area and electric vehicle charging stations.
    b. **Design B** limits the PV system size to 86.5 kW DC and is interconnected at the Town of San Anselmo utility meter. This design consists of one single-cantilevered, 4-up canopy and one double-cantilevered, 6-up canopy. From a logistical standpoint, this design eliminates the need to modify the Magnolia Parking Lot while providing more shade coverage in the main parking lot.
    c. **Design C** limits the PV system size to 85.6 kW DC and is interconnected at the Town of San Anselmo utility meter. This design consists of one single-cantilevered, 4-up canopy and one custom rooftop array that would be suspended on a steel lattice structure above the Town Hall's heating, ventilation, and air-conditioning (HVAC) equipment.

Figure 1: Design A Solar PV Array

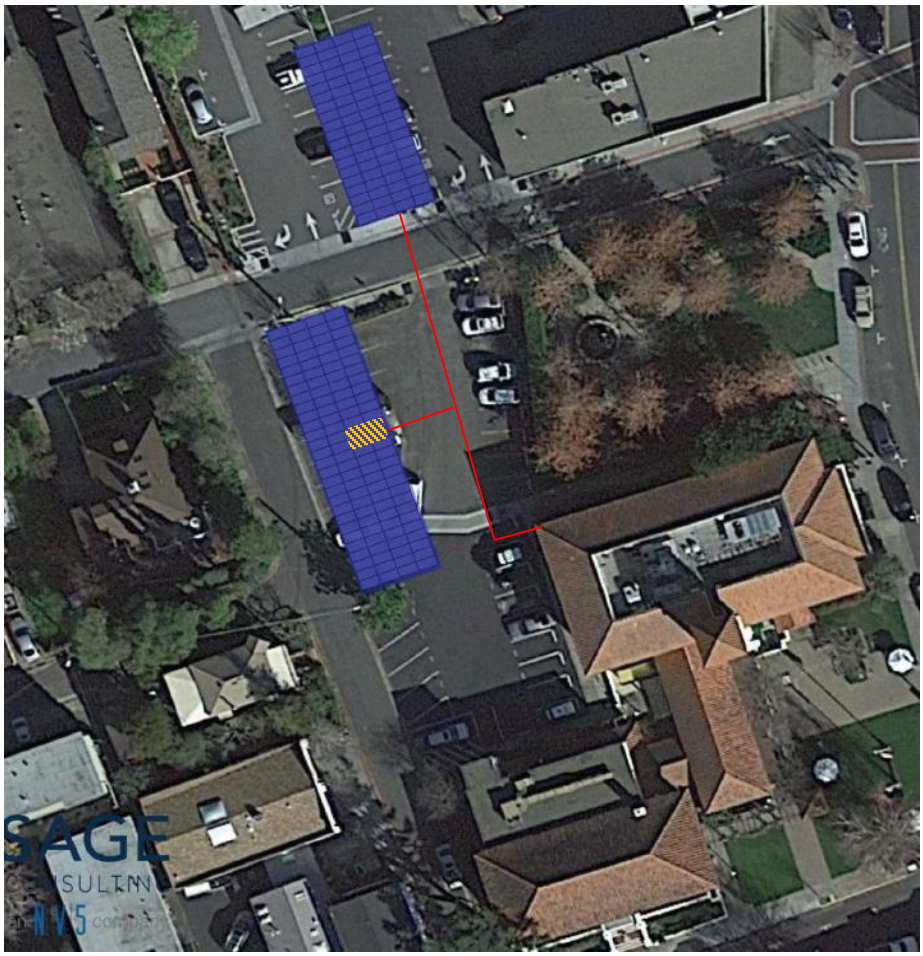


Figure 2: Design B Solar PV Array

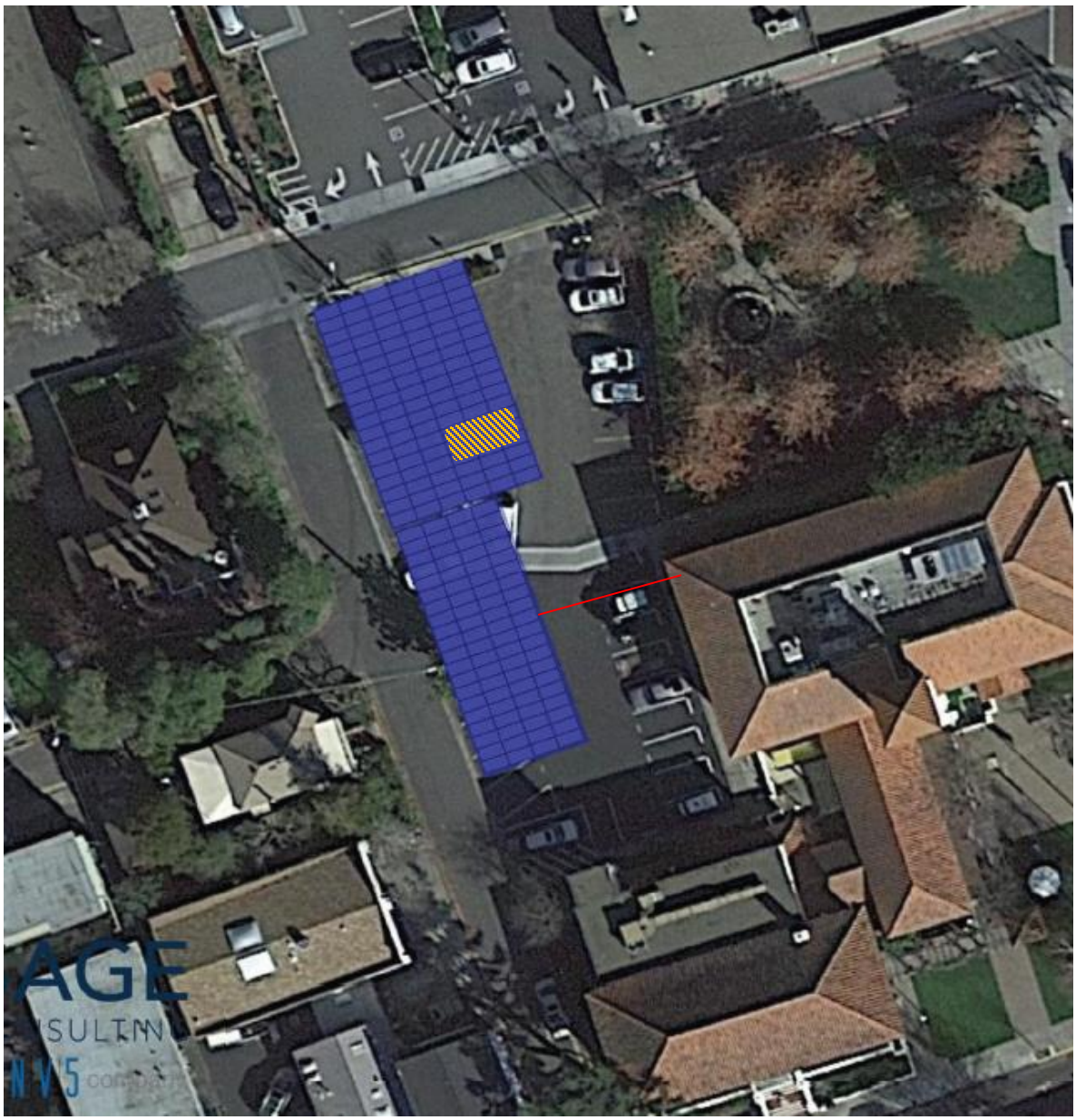


Figure 3: Design C Solar PV Array

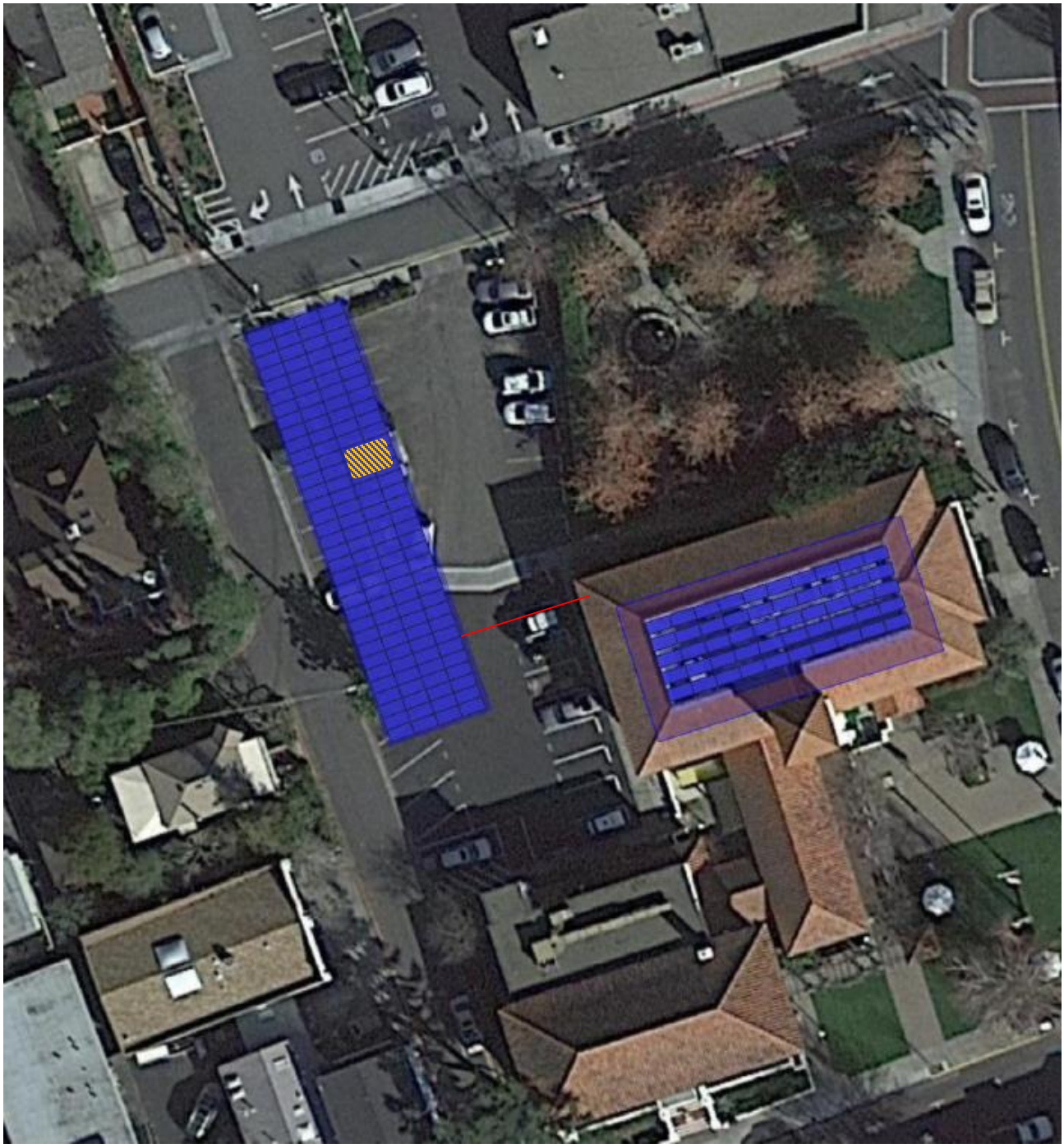


Figure 4: Preliminary Solar PV Rendering – Wooden Shade Structure

Figure 5: Preliminary Solar PV Rendering – Standard Steel Canopy

8. Solar PV system energy production - Designs A, B, and C will offset approximately 100% of the electricity usage at The Town's meter, or 128,000 kilowatt-hours (kWh).

BESS System Siting and Sizing

9. BESS siting – The BESS system is will likely be sited near The Town of San Anselmo's main utility meter or under the solar PV canopy to reduce trenching and wiring costs.
10. BESS system sizing - NV5 considered a range of BESS size capacities. Energy cost savings from demand response and demand management were also considered. Based on this analysis, NV5 recommends a BESS size of 100 kW/186 kWh for the Town's PV-BESS project to optimize resiliency and financial returns.

Project Incentives, Incentive Uncertainty, Tax Treatment

11. Project incentives considered – NV5 considered a broad range of incentives that would be applicable to this project.
    a. **Federal ITC** – The federal Investment Tax Credit (ITC) through the Inflation Reduction Act (IRA). See ITC tax incentive treatment below.
    b. **State taxes** – reductions due to ITC treatment.
    c. **Curtailment Demand Response** – NV5 used historical site responsiveness and demand response (DR) values in our financial modeling.
    d. **Storage Demand Response** – This uses BESS to respond to DR events. Value of this incentive is impossible to predict. NV5 used vendor assumptions in our financial modeling.
    e. **Various Other Grants and Incentives** – See **Table 27** in Section 5 for more details.
12. ITC tax incentive treatment – The federal Investment Tax Credit (ITC) is a federal tax credit based on the installed costs of a solar PV system. BESS systems installed with a solar PV system are also eligible for the ITC if they are charged from energy produced by the paired PV system. The ITC is currently 30% for 2023. Depending on how the Town of San Anselmo finances the PV+BESS system, the ITC reimbursement will fluctuate. For example, as a tax-exempt entity, if the Town also uses tax-exempt money to purchase the system, there is a 15% reduction of the 30% standard ITC (i.e., the reimbursement would be 25.5% rather than 30%). There are also adders (+10% reimbursement) for certain project-related practices, such as procuring the solar panels, inverters, steel, etc. from domestic sources, that could increase the total ITC reimbursement for the Town. See **Figure 4** in Section 5: Grants and Incentives, for an estimated timeline of the ITC tax reimbursement.

Financing Approach, Estimated Financial Savings, and Uncertainties Affecting Estimated Savings

13. Financing types evaluated - NV5 considered three financing scenarios: Cash Purchase, PPA, and Lease. Cash Purchase appears to be the most advantageous financing approach as it produces significantly greater expected savings than any other option. While PPA and lease financing requires negligible up-front costs when compared to the cash purchase, the lifetime savings of those models were significantly lower than the direct purchase approach.

Table 1 provides a detailed summary of the key assumptions and financial modeling results for the financing approaches.

14. Privately financed PPA by local individuals/friends of the Town – It is possible to develop local private financing for cash or PPA projects from accredited investors, an idea the Town staff put forward. In this scenario, interested individual investors with ITC-eligible tax appetite pool their funding and act as the tax-equity investors, typically in a limited liability partnership (LLP) with the project developer. The tax-equity investors own ~95% of the project and associated tax benefits and cash flow through at least the first 6-10 years of the project until investment returns targets are realized. If the tax-equity investors then want to exit the partnership, a "partnership flip" is performed allowing the project developer to buyout the tax-equity investors for ~5% of the project value. Furthermore, if an investor or donor of the Town of San Anselmo wants to contribute to the direct cash purchase of the project, that could be another source of project funding.
15. Lifetime expected project cash flows – Project cash flows are illustrated in **Tables 9** through **Table 26** for Designs A, B, and C with PV+BESS for the Cash Purchase, PPA contract, and Lease scenarios, respectively.
16. Project financial risk analysis – Estimated ranges of uncertainty are indicated as "Optimistic" and "Conservative" projections and are shown below in the cash flow graphs associated with **Tables 9** through **Table 26**. NV5 was unable to gain enough visibility into the demand-response (DR) programs to produce a reliable estimate of DR-associated uncertainty. DR and other project incentives can be refined through the project procurement (RFP). RFP documents can be designed so that offers are fully transparent on the DR offerings.

Bidirectional Charging (Vehicle-to-Grid) Preliminary Feasibility

17. Bidirectional charging is still quite a nascent technology, with much of the infrastructure and policies still being worked out.
18. There are added costs to participating in bidirectional charging, such as:
    a. Additional charging needed to recoup the power discharged from the electric vehicle(s)
    b. A more complex charge management system
    c. Special charging equipment (e.g., automatic transfer switches)
    d. Upgrading from Level 2 charging stations to Level 3 charging stations (bidirectional Level 2 charging stations have yet to be widely-available on the market)
19. Utility companies have yet to announce an official vehicle-to-grid (V2G) tariff schedule, which when announced, may change the financial feasibility of bidirectional charging
20. Current revenue streams from bidirectional charging stem from energy arbitrage and emergency load reduction program (ELRP) events – both of which result in negligible savings when considering the added cost of electricity and the higher rate of battery degradation
21. V2G is currently most effective, and profitable, with fleet vehicles that operate on routine schedules (e.g., school buses, delivery trucks/vans, etc.) as set schedules enable optimized charging schedules.

1.3 Next Steps

Next steps towards development of The Town of San Anselmo's project include the following.

1. Finalize review of this report and release of the final report by NV5 addressing all comments.
2. The Town of San Anselmo determines whether to move forward with the project, the preferred approaches to project design and project financing, the general project scope and timeframe, and the target RFP issue date.
3. The Town of San Anselmo may optionally engage with NV5 to develop RFP documents based on this Feasibility Study and NV5's highly-vetted procurement document set, to assist with proposal review and selection, and assist with contract review and negotiations.

If a project is contracted, further steps include final project design and permitting; project construction; PV-BESS system commissioning and grid interconnection; and project closeout.

2. Project Modeling Results

The following tables (**Tables 1-5**) show the project modeling results for Designs A, B, and C, and cash, PPA, and lease scenarios. This modeling is based on the PG&E B10 and B6 Deep Green tariffs. Additionally, **Table 6 and 7** illustrate the predicted resiliency results depending on how much BESS capacity is left in reserve.

Table 1: Overview and Key Assumptions

Project Information		Design A	Design B	Design C
Number of Sites	Sites	1	1	1
Solar PV System Size	kW-DC	86.50	86.50	85.60
Solar PV Year 1 Production	kWh	128,000	128,000	128,000
Solar PV Yield	kWh/kW/Year	1,480	1,480	1,495
Energy Storage System Size	kW/kWh	100kW/186kWh	100kW/186kWh	100kW/186kWh
Modeled System Lifetime	Years	25	25	25
Solar PV Lifetime Production	kWh	2,919,000	2,921,000	2,919,000
Electricity Usage Information				
Annual Electricity Consumption	kWh	128,000	128,000	128,000
Annual Electricity Cost	$, Current Tariffs	$45,000	$45,000	$45,000
Average Cost of Electricity	$/kWh	$0.3516	$0.3282	$0.3282
Financial Information				
Turnkey Project Cost	$	$983,000	$983,000	$1,167,000
Project Soft Costs	$	$66,000	$66,000	$79,000

Annual Utility Inflation Rate	%	3.00%	3.00%	3.00%
NPV Discount Rate	%	2.00%	2.00%	2.00%

Table 2: Summary Table of Lifetime NPV Savings for Each Design

			Cash Purchase		PPA		Lease	
Scenario	Turnkey Project Cost ($)	Turnkey Project Cost, After ITC Reimbursement ($) [2]	Solar PV	PV + BESS Microgrid [3]	Solar PV	PV + BESS Microgrid [3]	Solar PV	PV + BESS Microgrid [3]
Design A	$1,049,000	$782,000	$393,000	($244,000)	$265,000	($484,000)	$189,000	($386,000)
Design B [1]	$1,049,000	$782,000	$393,000	($244,000)	$265,000	($485,000)	$189,000	($386,000)
Design C	$1,246,000	$928,000	$239,000	($395,000)	$144,000	($603,000)	($31,000)	($603,000)

1. *Design B is one of the least expensive upfront and one of the best-performing designs with respect to lifetime savings (NPV). Furthermore, while not explicitly shown here, Design A will likely be more costly after accounting for the modifications to the current bioretention area as well as a worse panel-to-column ratio compared to Design B.*
2. *A 25.5% ITC reimbursement was modeled rather than the full 30% since it depends on the type of funds that the Town will use to pay for the project (i.e., paying with tax-exempt funding results in a 15% penalty of the total reimbursement). If the Town pursues taxable funding and/or domestic content, the ITC reimbursement could increase to as high as 40% of eligible project costs.*
3. *With current battery pricing and electricity rates, the BESS/microgrid portion of the project results in negative lifetime savings for all designs. However, the industry is constantly evolving, and we can only estimate what the financials will look like in 10 years.*

Table 3: Financial Results – Cash Purchase

Cash Purchase Financial Results		Design A	Design B	Design C
25-year P50 Results, Solar PV				
Simple Payback, Solar	Years	11.2	11.2	14.4
Nominal Returns, Solar	$	$645,000	$645,000	$490,000
NPV Returns, 2% DR, Solar	$	$393,000	$393,000	$239,000
25-year P50 Results, Solar + Storage				
Simple Payback, Solar + Storage	Years	>25 Years	>25 Years	>25 Years
Nominal Returns, Solar + Storage	$	-$80,000	-$80,000	-$231,000
NPV Returns, 2% DR, Solar + Storage	$	-$244,000	-$244,000	-$395,000

Table 4: Financial Results - PPA

PPA Financial Results		Design A	Design B	Design C
PPA Price, PV	$/kWh	$0.3000	$0.3000	$0.3500
PPA Price Adder, BESS	$/kWh	$0.3292	$0.3289	$0.3292
25-year P50 Results, Solar PV				
Simple Payback, Solar	Years	4.3	4.4	10.3
Nominal Returns, Solar	$	$365,000	$364,000	$211,000
NPV Returns, 2% DR, Solar	$	$265,000	$265,000	$144,000
25-year P50 Results, Solar + Storage				
Simple Payback, Solar + Storage	Years	>25 Years	>25 Years	>25 Years
Nominal Returns, Solar + Storage	$	-$585,000	-$586,000	-$734,000
NPV Returns, 2% DR, Solar + Storage	$	-$484,000	-$485,000	-$603,000

Table 5: Financial Results - Lease

Lease/Debt Financial Results		Design A	Design B	Design C
25-year P50 Results, Solar PV				
Simple Payback, Solar	Years	17.9	17.9	23.6
Nominal Returns, Solar	$	$309,000	$309,000	$47,000
NPV Returns, 2% DR, Solar	$	$189,000	$189,000	-$31,000
25-year P50 Results, Solar + Storage				
Simple Payback, Solar + Storage	Years	<1	<1	<1
Nominal Returns, Solar + Storage	$	-$406,000	-$406,000	-$664,000
NPV Returns, 2% DR, Solar + Storage	$	-$386,000	-$386,000	-$603,000

Table 6: Microgrid Resiliency Probability

BESS Reserved Capacity (kWh)	Minimum Resiliency SOC (%)	4-hr Outage	6-hr Outage	24-hr Outage
93	10%	99.5%	92.2%	52.9%
186	10%	100.0%	99.9%	76.5%

*The above table indicates the probability of **maintaining power to critical loads through the duration of the outage**, given any outage occurring throughout the year.*

Table 7: Electric Vehicle Miles Available During a Resiliency Event

Reserved Capacity (kWh)	Outage Duration	Average Remaining BESS Capacity (kWh)	EV Miles[1]
93	4-hr	62	160
93	6-hr	49	120
186	24-hr	82	190

1. Assuming EV efficiency of a 2021 Nissan Leaf (0.30 kWh/mi), BESS roundtrip efficiency of 93%, and EV charger conversion efficiency of 97%.

Table 6, above, can be most effectively understood reading from left to right (i.e., given an assumed reserved capacity and an outage duration, there will be a certain capacity remaining in the BESS to charge an electric vehicle a certain number of miles).

3. Approach

3.1 Feasibility Study Steps

Steps of NV5's feasibility study process are summarized as follows.

Scope & Goals	Met and corresponded with The Town of San Anselmo staff to assess the scope, constraints, and goals of the potential project.
Data Collection	Obtained historical electricity consumption data for the electric services and obtained further information about the site facilities (drawings and specifications).
Conceptual Design	Established conceptual system designs and generated simulated solar PV production data using industry-standard solar design software, Helioscope. Reviewed conceptual designs with The Town of San Anselmo staff input.
Tariff Modeling	Modeled system performances under different tariff scenarios and alternative BESS sizings using industry-standard software, Energy Tool Base, to optimize system sizings and cost offsets. Modeling considered projected electricity consumption, demand-response programs, BESS charge-discharge strategies, and simulated PV production from conceptual designs.
Financial Modeling	Performed financial and sensitivity analyses, including lifecycle cost analysis.

3.2 Key Assumptions and Modeling Inputs

NV5 uses conservative pricing assumptions based on market knowledge from similar projects, current industry trends, and utility escalation rates based on historical averages over the past thirty years. If utility rates increase more over time in the future in response to regulations, demand, and finite resources, the financial performance of the systems will be positively affected. Conversely, if rates increase more slowly than historical averages, the financial performance will be negatively affected. Modeling assumptions account for risks associated with utility rate changes that are proposed by the utility or expected based on NV5's understanding of historical trends and forecasts.

To assess the impacts of key project variables on the economic outcomes of projects, NV5 conducts both a sensitivity analysis and a probability distribution risk analysis. The sensitivity analysis identifies which variables have the most significant impact on the financial performance of the project. NV5 then performs a multivariable Monte Carlo analysis to establish a 90 percent probability envelope for financial performance over the lifetime of the project. Due to uncertainties related to the DR programs and their support by potential project partners, NV5 did not include DR incentives in the project risk analysis.

The key project variables that are included in the financial analysis for the three financing scenarios modeled are listed in **Table 8**, including the risk of changing utility tariffs, which tends to lower the value of solar energy produced and impact financial returns from PV projects.

Table 8: Key Assumptions and Modeling Inputs.

Utility Information	
Annual Electric Consumption	Approximately 128,000 kWh/year – inclusive of the HVAC renovations that will be taking place Summer 2023
Annual Electric Cost	Approximately $43,000 (historically)
Utility and Tariff	PG&E, B10 tariff, CA
Utility Energy Cost Escalation	3.0% blended annual average, CAGR
Solar PV Production Modeling	
Solar Insolation Data	National Solar Radiation Database, 1991- 2005 Update: Typical Meteorological Year 3, NAPA CO. AIRPORT, (Class II)
Shading Assumption	Minimal, based information provided by The Town of San Anselmo staff, gained from site photos, and as affected by siting choices
Soiling Assumption	Moderate, seasonal soiling – 2.0%
PV Modules used in Helioscope	LR4-72HPH-460M (Longi Solar)
Inverters used in Helioscope	CPS SC20KTL-DO (Shanghai Chint Power Systems)
Installation type	Varies depending on design – elevated shade canopies and/or fixed tilt rooftop
Inverter Lifetime	12 years
PV System Lifetime	25 years
BESS Modeling Characteristics	
BESS Technology	Li Ion, AC coupled
BESS Lifetime	12.5 years, replaced
Charging/Discharging Constraints	Keeping a certain SOC in reserve for resiliency
BESS Degradation Rate	1% per year
BESS Round-Trip Energy Delivery Efficiency	90%
Financial Assumptions	
Turnkey Project Cost*	$6.77-$8.99/kWp installed PV; and $2,100/kWh installed BESS Microgrid
PPA Price	$0.30-$0.35 per kWh base price; $0.3292/kWh BESS price adjustment
PPA Price Escalator	0%
PPA Term	20 Years
Project Development Soft Costs	6.8% of project installed cost
PV & BESS O&M	$6,000/year, 3% annual escalation (ownership scenarios only)
Decommissioning	Ownership scenarios only: Cash and PPA with Buyout scenarios, $75/kW
Incentives	See Section 2, Financial Results Overview table

* Cost of construction is estimated conservatively. Cost for parking shade canopies is typically 30% to 60% of built cost, based on historical project data.

4. Project Modeling Cash Flows and Graphs

The following cash flows and graphs are based on NV5's project modeling tools and assumptions as described above. Two cash flows and two graphs are shown for each financing scenario as follows:

- Project Cash Flow table, PV-only – 20-year cash flow showing important project parameters.
- Project Cash Flow graph, PV-only – Expected (P-50) values are represented in the blue bars. Optimistic (P-90) results are shown with green lines on the graphs, Conservative (P-90) results are shown with red lines.
- Project Cash Flow table, PV+BESS – 20-year cash flow showing important project parameters.
- Project Cash Flow graph, PV+BESS – Expected (P-50) values are represented in the blue bars. Optimistic (P-90) results are shown with green lines on the graphs, Conservative (P-90) results are shown with red lines.

Table 9: Design A - Cash Purchase, Solar PV Only

Savings Analysis of Solar Cash Purchase, PV Only

Town of San Anselmo, 1 Sites, April 11 2023

PV							
A	B	C	D	E	F	G	H
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/ PV	PV Operating Costs	Incentives	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	($625,000)	($625,000)
1	128,000	$45,000	$3,000	$6,000	($159,000)	$196,000	($430,000)
2	128,000	$46,000	$3,000	$6,000	$ -	$37,000	($393,000)
3	128,000	$47,000	$3,000	$6,000	$ -	$38,000	($355,000)
4	128,000	$49,000	$4,000	$6,000	$ -	$38,000	($317,000)
5	128,000	$50,000	$4,000	$7,000	$ -	$39,000	($277,000)
6	128,000	$52,000	$5,000	$4,000	$ -	$43,000	($234,000)
7	128,000	$53,000	$5,000	$4,000	$ -	$44,000	($191,000)
8	128,000	$55,000	$7,000	$4,000	$ -	$45,000	($146,000)
9	128,000	$57,000	$8,000	$4,000	$ -	$45,000	($101,000)
10	128,000	$58,000	$8,000	$4,000	$ -	$46,000	($55,000)
11	128,000	$60,000	$9,000	$4,000	$ -	$47,000	($8,000)
12	128,000	$62,000	$10,000	$13,000	$ -	$39,000	$32,000
13	128,000	$64,000	$11,000	$5,000	$ -	$49,000	$81,000
14	128,000	$66,000	$11,000	$5,000	$ -	$50,000	$131,000
15	128,000	$67,000	$11,000	$5,000	$ -	$51,000	$181,000
16	128,000	$70,000	$13,000	$5,000	$ -	$52,000	$233,000
17	128,000	$72,000	$14,000	$5,000	$ -	$53,000	$286,000
18	128,000	$74,000	$15,000	$5,000	$ -	$54,000	$339,000
19	128,000	$76,000	$16,000	$5,000	$ -	$55,000	$394,000
20	128,000	$78,000	$17,000	$6,000	$ -	$56,000	$450,000
21	128,000	$81,000	$34,000	$6,000	$ -	$41,000	$491,000
22	128,000	$83,000	$35,000	$6,000	$ -	$42,000	$533,000
23	128,000	$85,000	$36,000	$6,000	$ -	$43,000	$575,000
24	128,000	$88,000	$38,000	$14,000	$ -	$36,000	$611,000
25	128,000	$91,000	$40,000	$17,000	$ -	$34,000	$645,000

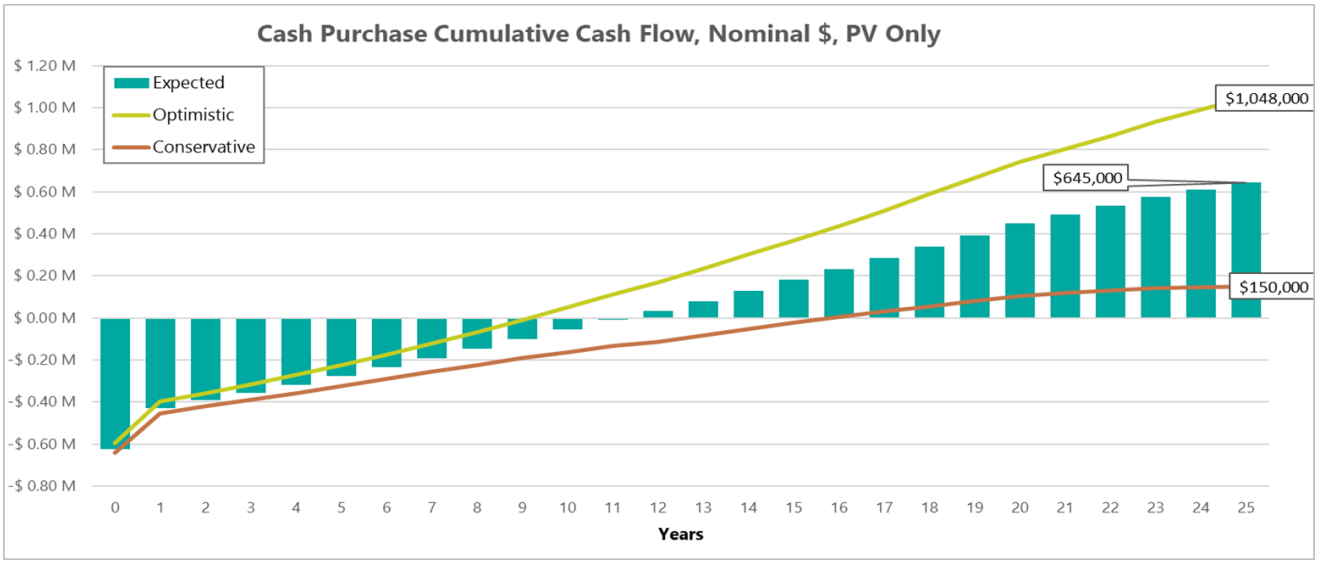


Table 10: Design A - Cash Purchase, Solar PV + BESS

Savings Analysis of Solar Cash Purchase, PV & BESS

Town of San Anselmo, 1 Sites, April 11 2023

PV & BESS							
A	B	C	D	E	F	G	H
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/ PV & BESS	PV & BESS Operating Costs	Incentives	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	($1,049,000)	($1,049,000)
1	128,000	$45,000	$2,000	$13,000	($261,000)	$291,000	($758,000)
2	128,000	$46,000	$2,000	$13,000	$ -	$31,000	($727,000)
3	128,000	$47,000	$2,000	$13,000	$ -	$32,000	($696,000)
4	128,000	$49,000	$4,000	$13,000	$ -	$33,000	($663,000)
5	128,000	$50,000	$4,000	$13,000	$ -	$33,000	($630,000)
6	128,000	$52,000	$5,000	$10,000	$ -	$37,000	($593,000)
7	128,000	$53,000	$5,000	$10,000	$ -	$38,000	($555,000)
8	128,000	$55,000	$6,000	$10,000	$ -	$39,000	($516,000)
9	128,000	$57,000	$7,000	$11,000	$ -	$40,000	($476,000)
10	128,000	$58,000	$7,000	$11,000	$ -	$40,000	($436,000)
11	128,000	$60,000	$8,000	$11,000	$ -	$41,000	($394,000)
12	128,000	$62,000	$9,000	$19,000	$ -	$34,000	($361,000)
13	128,000	$64,000	$10,000	$270,000	$ -	($216,000)	($577,000)
14	128,000	$66,000	$11,000	$11,000	$ -	$44,000	($533,000)
15	128,000	$67,000	$10,000	$11,000	$ -	$45,000	($487,000)
16	128,000	$70,000	$12,000	$12,000	$ -	$46,000	($441,000)
17	128,000	$72,000	$13,000	$12,000	$ -	$47,000	($394,000)
18	128,000	$74,000	$14,000	$12,000	$ -	$48,000	($346,000)
19	128,000	$76,000	$15,000	$12,000	$ -	$49,000	($297,000)
20	128,000	$78,000	$16,000	$12,000	$ -	$50,000	($247,000)
21	128,000	$81,000	$33,000	$12,000	$ -	$35,000	($211,000)
22	128,000	$83,000	$34,000	$12,000	$ -	$36,000	($175,000)
23	128,000	$85,000	$35,000	$13,000	$ -	$37,000	($138,000)
24	128,000	$88,000	$37,000	$20,000	$ -	$30,000	($108,000)
25	128,000	$91,000	$39,000	$23,000	$ -	$28,000	($80,000)

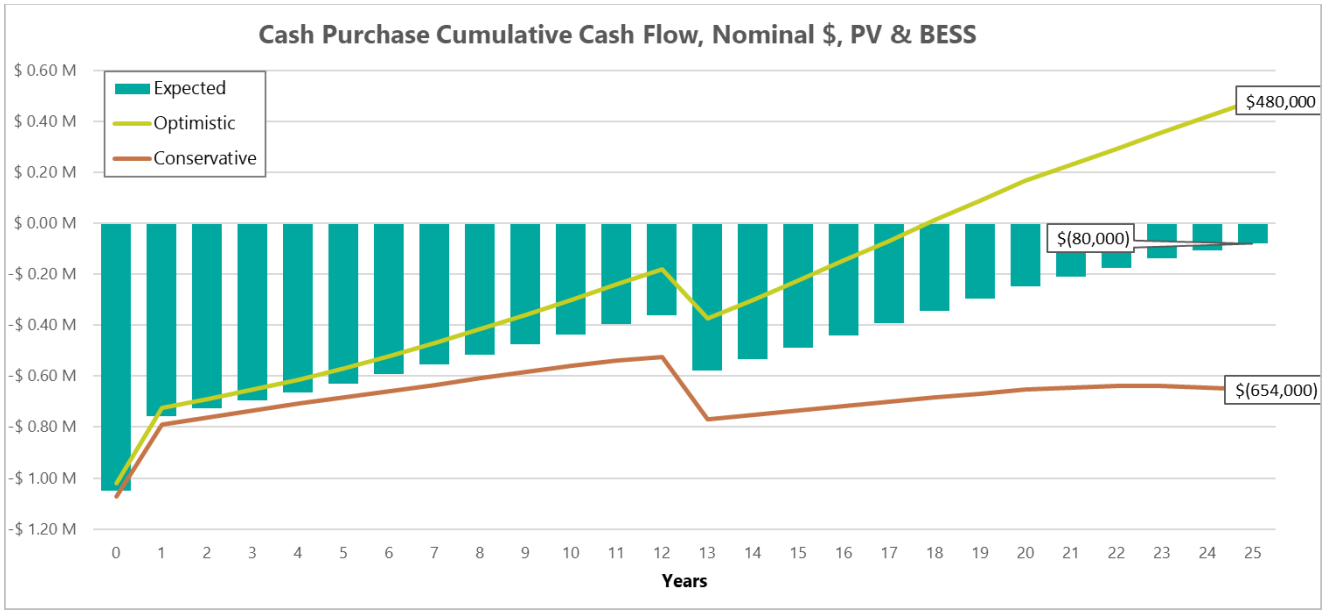


Table 11: Design A - PPA Financing, Solar PV Only

Cash Flow Analysis of Solar PPA, PV Only

Town of San Anselmo, 1 Sites, April 11 2023

			PV					
A	B	C	D	E	F	G	H	I
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/ PV	PV Operating Costs	Incentives	PPA Payments	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	$ -	($13,000)	($13,000)
1	128,000	$45,000	$3,000	$3,000	$ -	$38,000	$1,000	($12,000)
2	128,000	$46,000	$3,000	$3,000	$ -	$38,000	$2,000	($10,000)
3	128,000	$47,000	$3,000	$3,000	$ -	$38,000	$3,000	($6,000)
4	128,000	$49,000	$4,000	$3,000	$ -	$37,000	$4,000	($2,000)
5	128,000	$50,000	$4,000	$3,000	$ -	$37,000	$6,000	$4,000
6	128,000	$52,000	$5,000	$ -	$ -	$37,000	$10,000	$13,000
7	128,000	$53,000	$5,000	$ -	$ -	$37,000	$11,000	$24,000
8	128,000	$55,000	$7,000	$ -	$ -	$36,000	$12,000	$37,000
9	128,000	$57,000	$8,000	$ -	$ -	$36,000	$13,000	$50,000
10	128,000	$58,000	$8,000	$ -	$ -	$36,000	$15,000	$64,000
11	128,000	$60,000	$9,000	$ -	$ -	$36,000	$16,000	$80,000
12	128,000	$62,000	$10,000	$ -	$ -	$35,000	$17,000	$97,000
13	128,000	$64,000	$11,000	$ -	$ -	$35,000	$18,000	$116,000
14	128,000	$66,000	$11,000	$ -	$ -	$35,000	$20,000	$136,000
15	128,000	$67,000	$11,000	$ -	$ -	$34,000	$21,000	$157,000
16	128,000	$70,000	$13,000	$ -	$ -	$34,000	$22,000	$179,000
17	128,000	$72,000	$14,000	$ -	$ -	$34,000	$24,000	$203,000
18	128,000	$74,000	$15,000	$ -	$ -	$34,000	$25,000	$228,000
19	128,000	$76,000	$16,000	$ -	$ -	$33,000	$27,000	$255,000
20	128,000	$78,000	$17,000	$ -	$ -	$33,000	$28,000	$283,000
21	128,000	$81,000	$34,000	$ -	$ -	$33,000	$14,000	$297,000
22	128,000	$83,000	$35,000	$ -	$ -	$33,000	$15,000	$312,000
23	128,000	$85,000	$36,000	$ -	$ -	$32,000	$16,000	$328,000
24	128,000	$88,000	$38,000	$ -	$ -	$32,000	$17,000	$346,000
25	128,000	$91,000	$40,000	$ -	$ -	$32,000	$19,000	$365,000

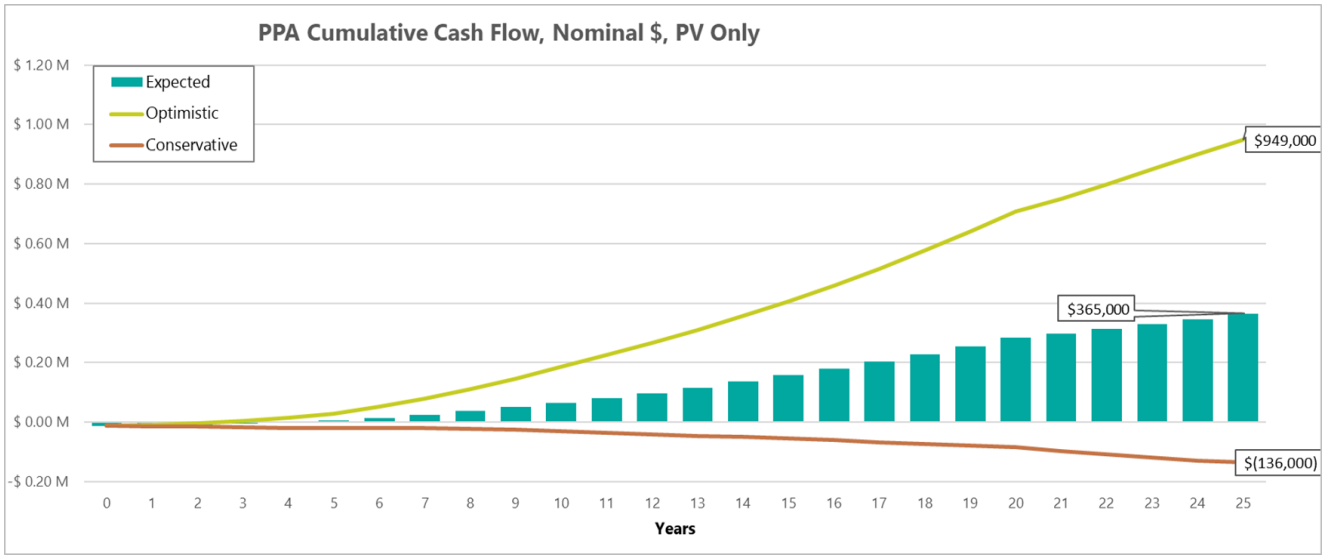


Table 12: Design A - PPA Financing, Solar PV + BESS

Cash Flow Analysis of Solar PPA, PV & BESS

Town of San Anselmo, 1 Sites, April 11 2023

PV & BESS								
A	B	C	D	E	F	G	H	I
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/ PV & BESS	PV & BESS Operating Costs	Incentives	PPA Payments	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	$ -	($22,000)	($22,000)
1	128,000	$45,000	$2,000	$3,000	$ -	$80,000	($40,000)	($62,000)
2	128,000	$46,000	$2,000	$3,000	$ -	$80,000	($39,000)	($101,000)
3	128,000	$47,000	$2,000	$3,000	$ -	$79,000	($37,000)	($138,000)
4	128,000	$49,000	$4,000	$3,000	$ -	$78,000	($36,000)	($174,000)
5	128,000	$50,000	$4,000	$3,000	$ -	$78,000	($34,000)	($209,000)
6	128,000	$52,000	$5,000	$ -	$ -	$77,000	($30,000)	($239,000)
7	128,000	$53,000	$5,000	$ -	$ -	$77,000	($29,000)	($267,000)
8	128,000	$55,000	$6,000	$ -	$ -	$76,000	($27,000)	($294,000)
9	128,000	$57,000	$7,000	$ -	$ -	$76,000	($25,000)	($320,000)
10	128,000	$58,000	$7,000	$ -	$ -	$75,000	($24,000)	($344,000)
11	128,000	$60,000	$8,000	$ -	$ -	$74,000	($22,000)	($366,000)
12	128,000	$62,000	$9,000	$ -	$ -	$74,000	($21,000)	($387,000)
13	128,000	$64,000	$10,000	$ -	$ -	$73,000	($19,000)	($406,000)
14	128,000	$66,000	$11,000	$ -	$ -	$73,000	($17,000)	($423,000)
15	128,000	$67,000	$10,000	$ -	$ -	$72,000	($16,000)	($439,000)
16	128,000	$70,000	$12,000	$ -	$ -	$72,000	($14,000)	($453,000)
17	128,000	$72,000	$13,000	$ -	$ -	$71,000	($12,000)	($465,000)
18	128,000	$74,000	$14,000	$ -	$ -	$71,000	($11,000)	($476,000)
19	128,000	$76,000	$15,000	$ -	$ -	$70,000	($9,000)	($485,000)
20	128,000	$78,000	$16,000	$ -	$ -	$70,000	($7,000)	($492,000)
21	128,000	$81,000	$33,000	$ -	$ -	$69,000	($21,000)	($514,000)
22	128,000	$83,000	$34,000	$ -	$ -	$69,000	($20,000)	($534,000)
23	128,000	$85,000	$35,000	$ -	$ -	$68,000	($19,000)	($552,000)
24	128,000	$88,000	$37,000	$ -	$ -	$68,000	($17,000)	($569,000)
25	128,000	$91,000	$39,000	$ -	$ -	$67,000	($16,000)	($585,000)

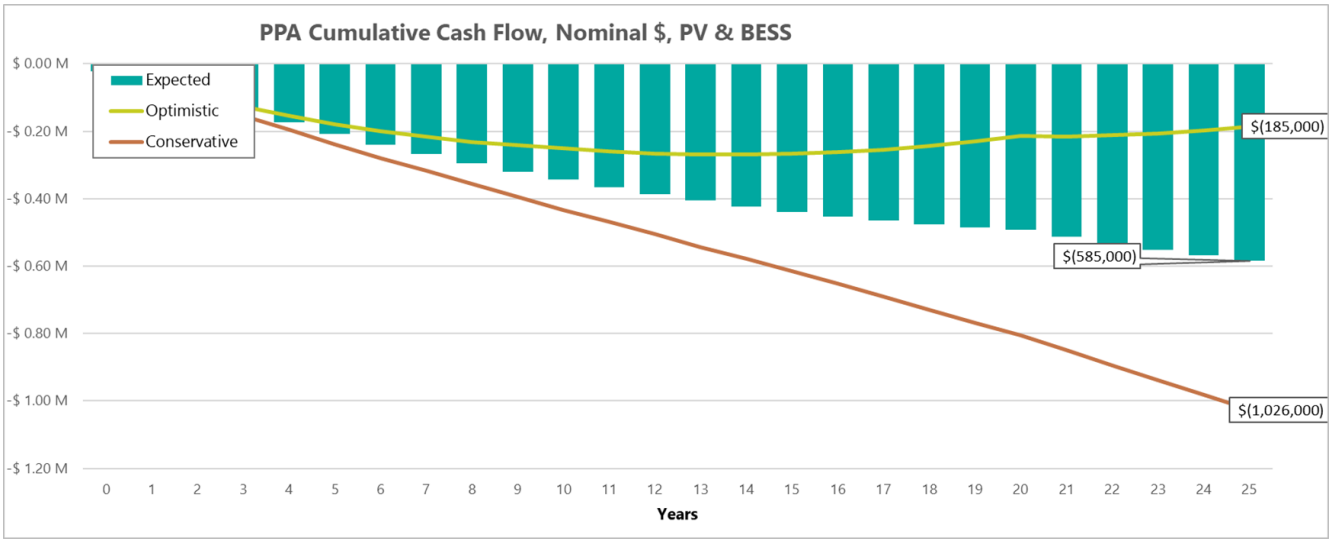


Table 13: Design A - Lease, Solar PV Only

Savings Analysis of Solar Lease, PV Only

Town of San Anselmo, 1 Sites, April 11 2023

				PV				
A	B	C	D	E	F	G	H	I
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/PV	PV Operating Costs	Incentives	Loan Payments	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	$ -	($40,000)	($40,000)
1	128,000	$45,000	$3,000	$6,000	($156,000)	$61,000	$131,000	$92,000
2	128,000	$46,000	$3,000	$6,000	$ -	$61,000	($24,000)	$67,000
3	128,000	$47,000	$3,000	$6,000	$ -	$61,000	($24,000)	$44,000
4	128,000	$49,000	$4,000	$6,000	$ -	$61,000	($23,000)	$21,000
5	128,000	$50,000	$4,000	$7,000	$ -	$61,000	($22,000)	($1,000)
6	128,000	$52,000	$5,000	$4,000	$ -	$61,000	($18,000)	($19,000)
7	128,000	$53,000	$5,000	$4,000	$ -	$61,000	($17,000)	($37,000)
8	128,000	$55,000	$7,000	$4,000	$ -	$61,000	($17,000)	($53,000)
9	128,000	$57,000	$8,000	$4,000	$ -	$61,000	($16,000)	($69,000)
10	128,000	$58,000	$8,000	$4,000	$ -	$61,000	($15,000)	($84,000)
11	128,000	$60,000	$9,000	$4,000	$ -	$61,000	($14,000)	($98,000)
12	128,000	$62,000	$10,000	$13,000	$ -	$61,000	($22,000)	($120,000)
13	128,000	$64,000	$11,000	$5,000	$ -	$61,000	($12,000)	($132,000)
14	128,000	$66,000	$11,000	$5,000	$ -	$61,000	($11,000)	($144,000)
15	128,000	$67,000	$11,000	$5,000	$ -	$61,000	($10,000)	($154,000)
16	128,000	$70,000	$13,000	$5,000	$ -	$ -	$52,000	($103,000)
17	128,000	$72,000	$14,000	$5,000	$ -	$ -	$53,000	($50,000)
18	128,000	$74,000	$15,000	$5,000	$ -	$ -	$54,000	$4,000
19	128,000	$76,000	$16,000	$5,000	$ -	$ -	$55,000	$58,000
20	128,000	$78,000	$17,000	$6,000	$ -	$ -	$56,000	$114,000
21	128,000	$81,000	$34,000	$6,000	$ -	$ -	$41,000	$155,000
22	128,000	$83,000	$35,000	$6,000	$ -	$ -	$42,000	$197,000
23	128,000	$85,000	$36,000	$6,000	$ -	$ -	$43,000	$240,000
24	128,000	$88,000	$38,000	$14,000	$ -	$ -	$36,000	$276,000
25	128,000	$91,000	$40,000	$17,000	$ -	$ -	$34,000	$309,000

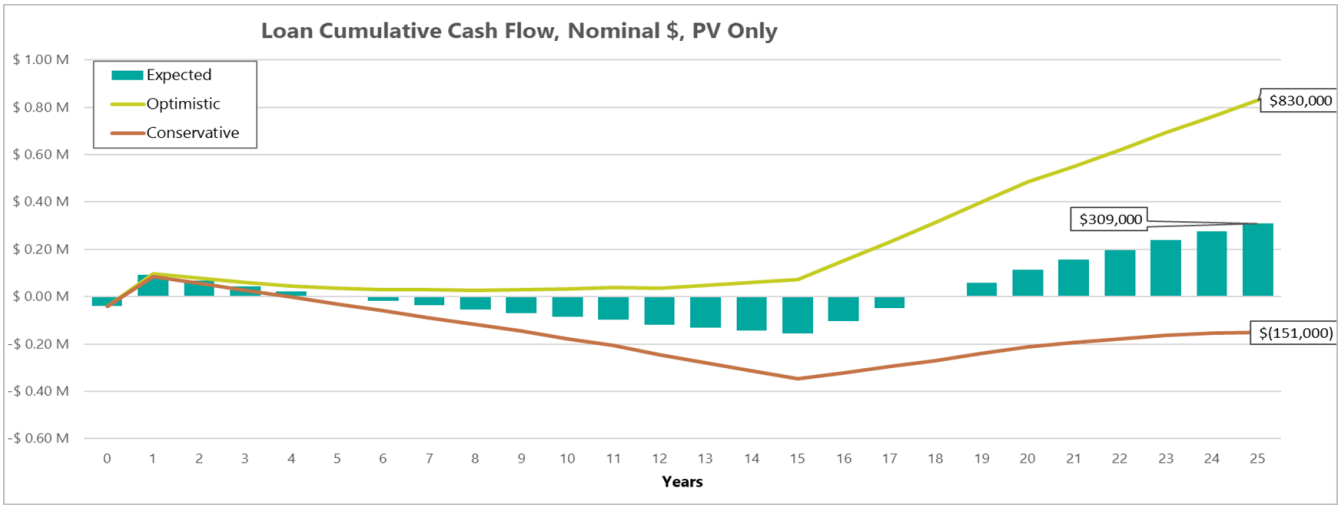


Table 14: Design A - Lease, Solar PV + BESS

Savings Analysis of Solar Lease, PV & BESS

Town of San Anselmo, 1 Sites, April 11 2023

PV & BESS								
A	B	C	D	E	F	G	H	I
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/PV & BESS	PV & BESS Operating Costs	Incentives	Loan Payments	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	$ -	($66,000)	($66,000)
1	128,000	$45,000	$2,000	$6,000	($330,000)	$103,000	$264,000	$198,000
2	128,000	$46,000	$2,000	$6,000	$ -	$103,000	($65,000)	$133,000
3	128,000	$47,000	$2,000	$6,000	$ -	$103,000	($64,000)	$68,000
4	128,000	$49,000	$4,000	$6,000	$ -	$103,000	($64,000)	$5,000
5	128,000	$50,000	$4,000	$7,000	$ -	$103,000	($63,000)	($58,000)
6	128,000	$52,000	$5,000	$4,000	$ -	$103,000	($59,000)	($117,000)
7	128,000	$53,000	$5,000	$4,000	$ -	$103,000	($58,000)	($176,000)
8	128,000	$55,000	$6,000	$4,000	$ -	$103,000	($57,000)	($233,000)
9	128,000	$57,000	$7,000	$4,000	$ -	$103,000	($57,000)	($290,000)
10	128,000	$58,000	$7,000	$4,000	$ -	$103,000	($56,000)	($346,000)
11	128,000	$60,000	$8,000	$4,000	$ -	$103,000	($55,000)	($400,000)
12	128,000	$62,000	$9,000	$13,000	$ -	$103,000	($63,000)	($463,000)
13	128,000	$64,000	$10,000	$264,000	$ -	$103,000	($312,000)	($775,000)
14	128,000	$66,000	$11,000	$5,000	$ -	$103,000	($52,000)	($827,000)
15	128,000	$67,000	$10,000	$5,000	$ -	$103,000	($51,000)	($878,000)
16	128,000	$70,000	$12,000	$5,000	$ -	$ -	$53,000	($826,000)
17	128,000	$72,000	$13,000	$5,000	$ -	$ -	$54,000	($772,000)
18	128,000	$74,000	$14,000	$5,000	$ -	$ -	$55,000	($717,000)
19	128,000	$76,000	$15,000	$5,000	$ -	$ -	$56,000	($662,000)
20	128,000	$78,000	$16,000	$6,000	$ -	$ -	$57,000	($605,000)
21	128,000	$81,000	$33,000	$6,000	$ -	$ -	$42,000	($563,000)
22	128,000	$83,000	$34,000	$6,000	$ -	$ -	$43,000	($520,000)
23	128,000	$85,000	$35,000	$6,000	$ -	$ -	$43,000	($477,000)
24	128,000	$88,000	$37,000	$14,000	$ -	$ -	$37,000	($440,000)
25	128,000	$91,000	$39,000	$17,000	$ -	$ -	$35,000	($406,000)

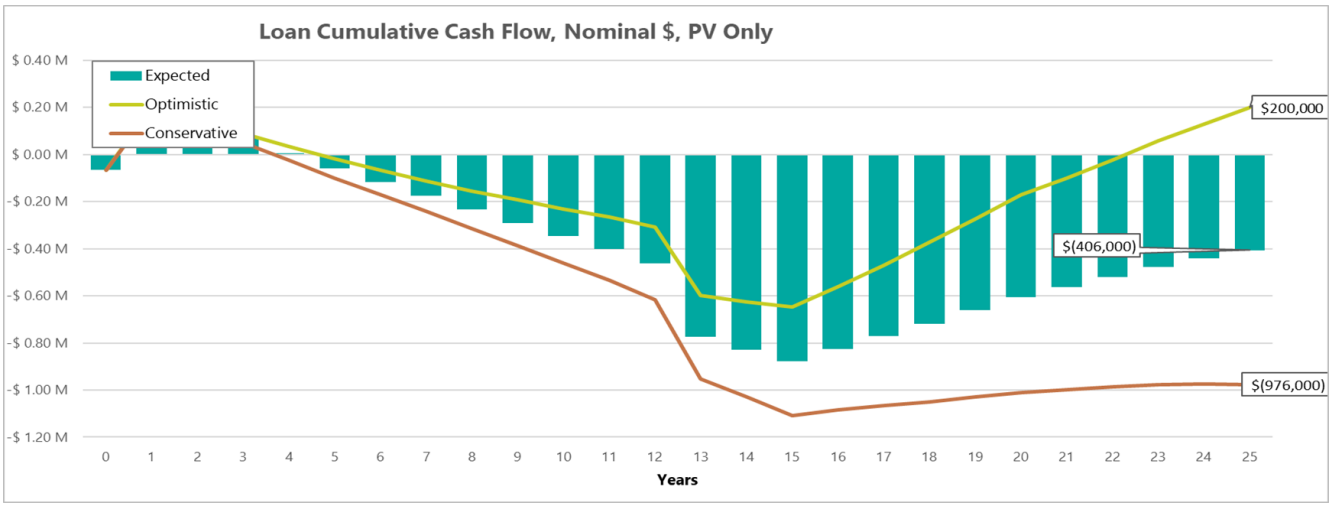


Table 15: Design B - Cash Purchase, Solar PV Only

Savings Analysis of Solar Cash Purchase, PV Only

Town of San Anselmo, 1 Sites, April 11 2023

PV							
A	B	C	D	E	F	G	H
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/ PV	PV Operating Costs	Incentives	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	($625,000)	($625,000)
1	128,000	$45,000	$3,000	$6,000	($159,000)	$196,000	($430,000)
2	128,000	$46,000	$3,000	$6,000	$ -	$37,000	($393,000)
3	128,000	$47,000	$3,000	$6,000	$ -	$38,000	($355,000)
4	128,000	$49,000	$4,000	$6,000	$ -	$38,000	($317,000)
5	128,000	$50,000	$4,000	$7,000	$ -	$39,000	($277,000)
6	128,000	$52,000	$5,000	$4,000	$ -	$43,000	($234,000)
7	128,000	$53,000	$5,000	$4,000	$ -	$44,000	($191,000)
8	128,000	$55,000	$7,000	$4,000	$ -	$45,000	($146,000)
9	128,000	$57,000	$8,000	$4,000	$ -	$45,000	($101,000)
10	128,000	$58,000	$8,000	$4,000	$ -	$46,000	($55,000)
11	128,000	$60,000	$9,000	$4,000	$ -	$47,000	($8,000)
12	128,000	$62,000	$10,000	$13,000	$ -	$39,000	$32,000
13	128,000	$64,000	$11,000	$5,000	$ -	$49,000	$81,000
14	128,000	$66,000	$11,000	$5,000	$ -	$50,000	$131,000
15	128,000	$67,000	$11,000	$5,000	$ -	$51,000	$181,000
16	128,000	$70,000	$13,000	$5,000	$ -	$52,000	$233,000
17	128,000	$72,000	$14,000	$5,000	$ -	$53,000	$286,000
18	128,000	$74,000	$15,000	$5,000	$ -	$54,000	$339,000
19	128,000	$76,000	$16,000	$5,000	$ -	$55,000	$394,000
20	128,000	$78,000	$17,000	$6,000	$ -	$56,000	$450,000
21	128,000	$81,000	$34,000	$6,000	$ -	$41,000	$491,000
22	128,000	$83,000	$35,000	$6,000	$ -	$42,000	$533,000
23	128,000	$85,000	$36,000	$6,000	$ -	$43,000	$575,000
24	128,000	$88,000	$38,000	$14,000	$ -	$36,000	$611,000
25	128,000	$91,000	$40,000	$17,000	$ -	$34,000	$645,000

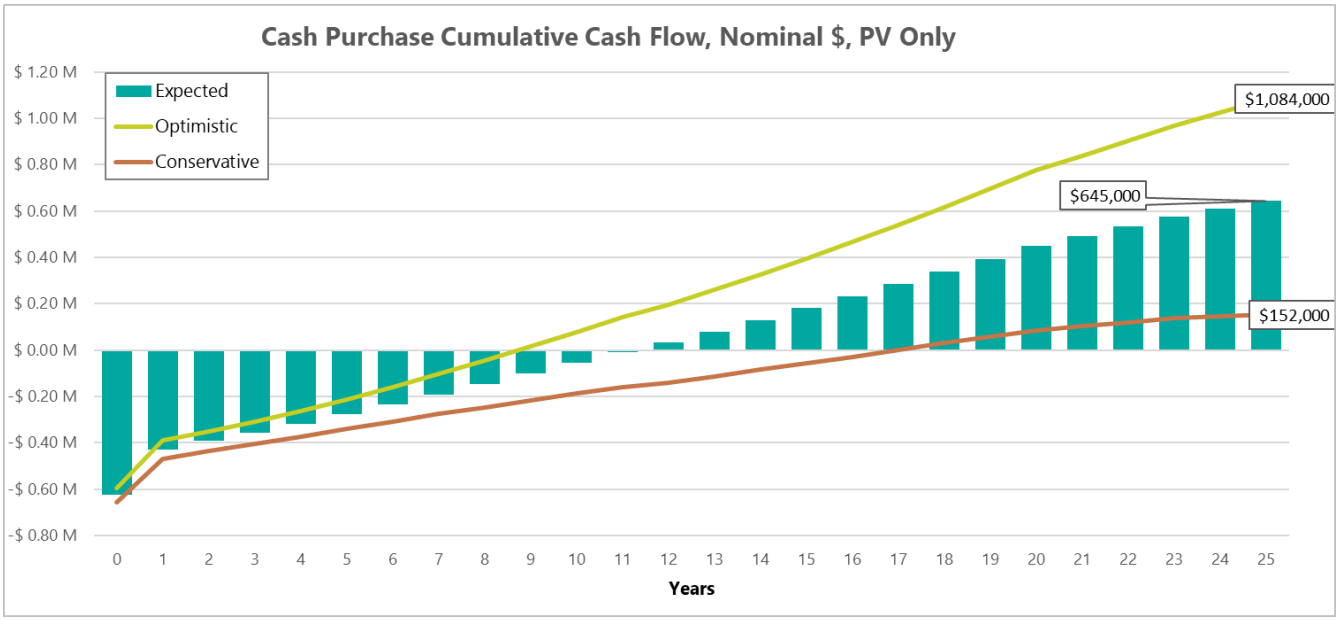


Table 16: Design B - Cash Purchase, Solar PV + BESS

Savings Analysis of Solar Cash Purchase, PV & BESS

Town of San Anselmo, 1 Sites, April 11 2023

PV & BESS							
A	B	C	D	E	F	G	H
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/ PV & BESS	PV & BESS Operating Costs	Incentives	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	($1,049,000)	($1,049,000)
1	128,000	$45,000	$2,000	$13,000	($261,000)	$291,000	($758,000)
2	128,000	$46,000	$2,000	$13,000	$ -	$31,000	($727,000)
3	128,000	$47,000	$2,000	$13,000	$ -	$32,000	($696,000)
4	128,000	$49,000	$4,000	$13,000	$ -	$33,000	($663,000)
5	128,000	$50,000	$4,000	$13,000	$ -	$33,000	($630,000)
6	128,000	$52,000	$5,000	$10,000	$ -	$37,000	($593,000)
7	128,000	$53,000	$5,000	$10,000	$ -	$38,000	($555,000)
8	128,000	$55,000	$6,000	$10,000	$ -	$39,000	($516,000)
9	128,000	$57,000	$7,000	$11,000	$ -	$40,000	($476,000)
10	128,000	$58,000	$7,000	$11,000	$ -	$40,000	($436,000)
11	128,000	$60,000	$8,000	$11,000	$ -	$41,000	($394,000)
12	128,000	$62,000	$9,000	$19,000	$ -	$34,000	($361,000)
13	128,000	$64,000	$10,000	$270,000	$ -	($216,000)	($577,000)
14	128,000	$66,000	$11,000	$11,000	$ -	$44,000	($533,000)
15	128,000	$67,000	$10,000	$11,000	$ -	$45,000	($487,000)
16	128,000	$70,000	$12,000	$12,000	$ -	$46,000	($441,000)
17	128,000	$72,000	$13,000	$12,000	$ -	$47,000	($394,000)
18	128,000	$74,000	$14,000	$12,000	$ -	$48,000	($346,000)
19	128,000	$76,000	$15,000	$12,000	$ -	$49,000	($297,000)
20	128,000	$78,000	$16,000	$12,000	$ -	$50,000	($247,000)
21	128,000	$81,000	$33,000	$12,000	$ -	$35,000	($211,000)
22	128,000	$83,000	$34,000	$12,000	$ -	$36,000	($175,000)
23	128,000	$85,000	$35,000	$13,000	$ -	$37,000	($138,000)
24	128,000	$88,000	$37,000	$20,000	$ -	$30,000	($108,000)
25	128,000	$91,000	$39,000	$23,000	$ -	$28,000	($80,000)

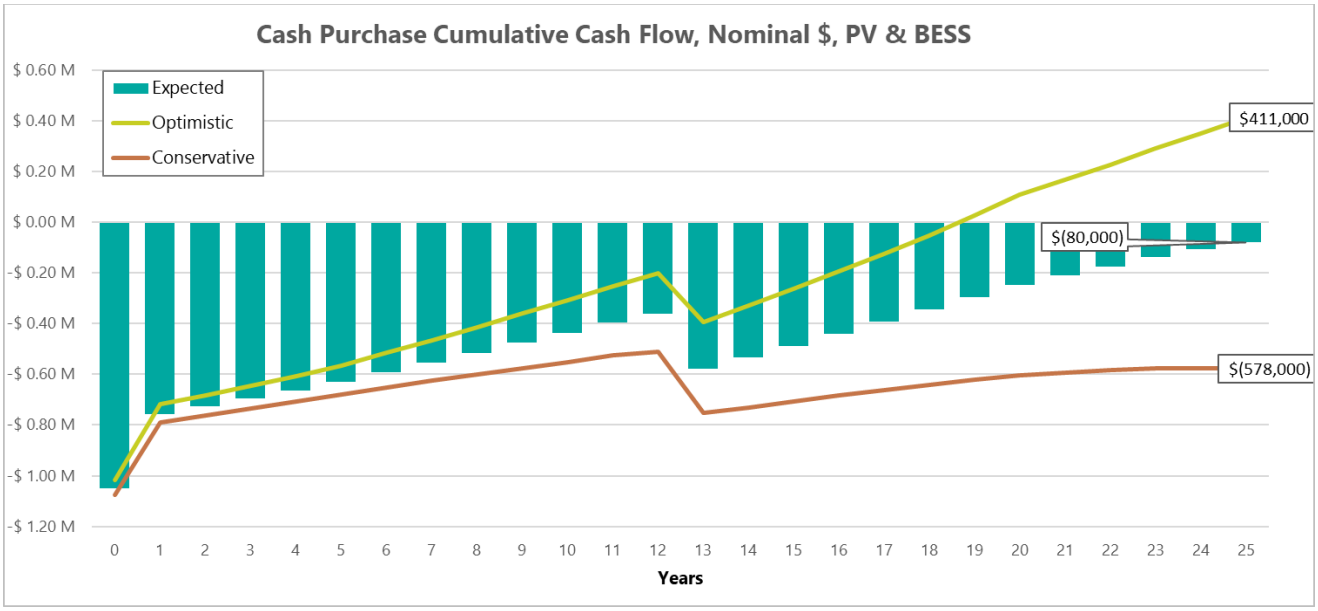


Table 17: Design B - PPA Financing, Solar PV Only

Cash Flow Analysis of Solar PPA, PV Only

Town of San Anselmo, 1 Sites, April 11 2023

			PV					
A	B	C	D	E	F	G	H	I
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/ PV	PV Operating Costs	Incentives	PPA Payments	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	$ -	($13,000)	($13,000)
1	128,000	$45,000	$3,000	$3,000	$ -	$38,000	$1,000	($12,000)
2	128,000	$46,000	$3,000	$3,000	$ -	$38,000	$2,000	($10,000)
3	128,000	$47,000	$3,000	$3,000	$ -	$38,000	$3,000	($6,000)
4	128,000	$49,000	$4,000	$3,000	$ -	$37,000	$4,000	($2,000)
5	128,000	$50,000	$4,000	$3,000	$ -	$37,000	$6,000	$4,000
6	128,000	$52,000	$5,000	$ -	$ -	$37,000	$10,000	$13,000
7	128,000	$53,000	$5,000	$ -	$ -	$37,000	$11,000	$24,000
8	128,000	$55,000	$7,000	$ -	$ -	$36,000	$12,000	$36,000
9	128,000	$57,000	$8,000	$ -	$ -	$36,000	$13,000	$50,000
10	128,000	$58,000	$8,000	$ -	$ -	$36,000	$15,000	$64,000
11	128,000	$60,000	$9,000	$ -	$ -	$36,000	$16,000	$80,000
12	128,000	$62,000	$10,000	$ -	$ -	$35,000	$17,000	$97,000
13	128,000	$64,000	$11,000	$ -	$ -	$35,000	$18,000	$116,000
14	128,000	$66,000	$11,000	$ -	$ -	$35,000	$20,000	$135,000
15	128,000	$67,000	$11,000	$ -	$ -	$34,000	$21,000	$156,000
16	128,000	$70,000	$13,000	$ -	$ -	$34,000	$22,000	$179,000
17	128,000	$72,000	$14,000	$ -	$ -	$34,000	$24,000	$203,000
18	128,000	$74,000	$15,000	$ -	$ -	$34,000	$25,000	$228,000
19	128,000	$76,000	$16,000	$ -	$ -	$33,000	$27,000	$254,000
20	128,000	$78,000	$17,000	$ -	$ -	$33,000	$28,000	$283,000
21	128,000	$81,000	$34,000	$ -	$ -	$33,000	$14,000	$296,000
22	128,000	$83,000	$35,000	$ -	$ -	$33,000	$15,000	$312,000
23	128,000	$85,000	$36,000	$ -	$ -	$32,000	$16,000	$328,000
24	128,000	$88,000	$38,000	$ -	$ -	$32,000	$17,000	$345,000
25	128,000	$91,000	$40,000	$ -	$ -	$32,000	$19,000	$364,000

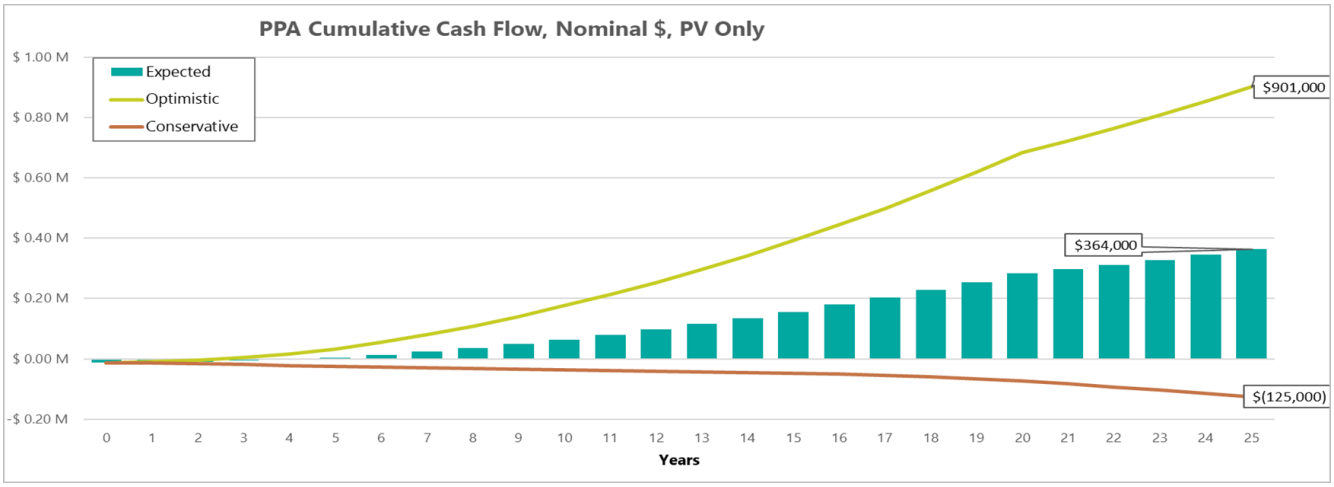


Table 18: Design B - PPA Financing, Solar PV + BESS

Cash Flow Analysis of Solar PPA, PV & BESS

Town of San Anselmo, 1 Sites, April 11 2023

PV & BESS								
A	B	C	D	E	F	G	H	I
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/ PV & BESS	PV & BESS Operating Costs	Incentives	PPA Payments	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	$ -	($22,000)	($22,000)
1	128,000	$45,000	$2,000	$3,000	$ -	$80,000	($40,000)	($62,000)
2	128,000	$46,000	$2,000	$3,000	$ -	$80,000	($39,000)	($101,000)
3	128,000	$47,000	$2,000	$3,000	$ -	$79,000	($37,000)	($138,000)
4	128,000	$49,000	$4,000	$3,000	$ -	$79,000	($36,000)	($174,000)
5	128,000	$50,000	$4,000	$3,000	$ -	$78,000	($34,000)	($209,000)
6	128,000	$52,000	$5,000	$ -	$ -	$77,000	($30,000)	($239,000)
7	128,000	$53,000	$5,000	$ -	$ -	$77,000	($29,000)	($267,000)
8	128,000	$55,000	$6,000	$ -	$ -	$76,000	($27,000)	($294,000)
9	128,000	$57,000	$7,000	$ -	$ -	$76,000	($25,000)	($320,000)
10	128,000	$58,000	$7,000	$ -	$ -	$75,000	($24,000)	($344,000)
11	128,000	$60,000	$8,000	$ -	$ -	$74,000	($22,000)	($366,000)
12	128,000	$62,000	$9,000	$ -	$ -	$74,000	($21,000)	($387,000)
13	128,000	$64,000	$10,000	$ -	$ -	$73,000	($19,000)	($406,000)
14	128,000	$66,000	$11,000	$ -	$ -	$73,000	($17,000)	($423,000)
15	128,000	$67,000	$10,000	$ -	$ -	$72,000	($16,000)	($439,000)
16	128,000	$70,000	$12,000	$ -	$ -	$72,000	($14,000)	($453,000)
17	128,000	$72,000	$13,000	$ -	$ -	$71,000	($12,000)	($466,000)
18	128,000	$74,000	$14,000	$ -	$ -	$71,000	($11,000)	($477,000)
19	128,000	$76,000	$15,000	$ -	$ -	$70,000	($9,000)	($486,000)
20	128,000	$78,000	$16,000	$ -	$ -	$70,000	($7,000)	($493,000)
21	128,000	$81,000	$33,000	$ -	$ -	$69,000	($21,000)	($514,000)
22	128,000	$83,000	$34,000	$ -	$ -	$69,000	($20,000)	($534,000)
23	128,000	$85,000	$35,000	$ -	$ -	$68,000	($19,000)	($553,000)
24	128,000	$88,000	$37,000	$ -	$ -	$68,000	($17,000)	($570,000)
25	128,000	$91,000	$39,000	$ -	$ -	$67,000	($16,000)	($586,000)

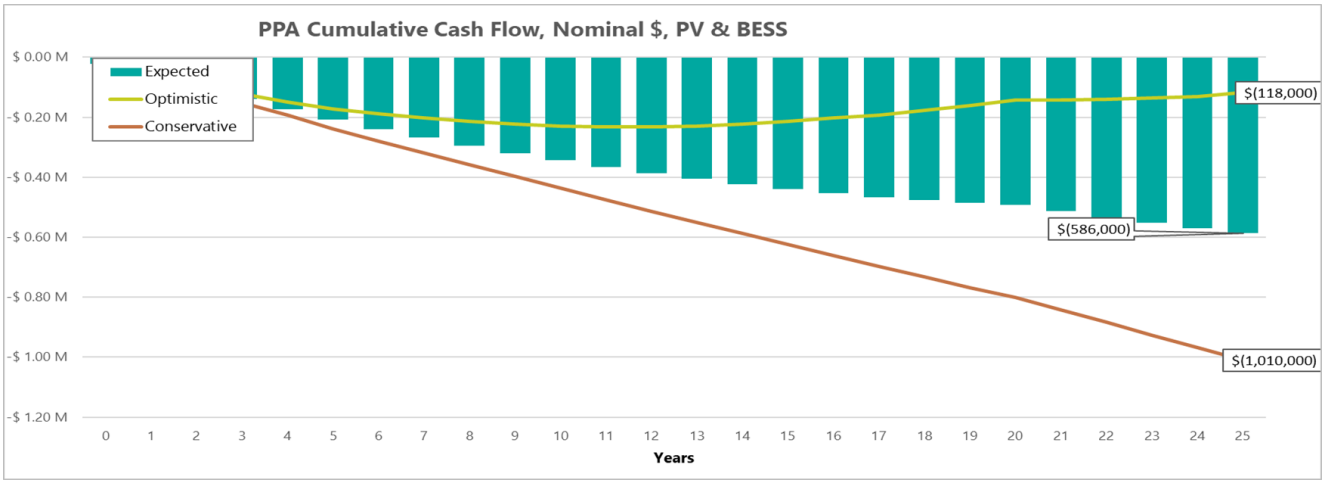


Table 19: Design B - Lease, Solar PV Only

Savings Analysis of Solar Lease, PV Only

Town of San Anselmo, 1 Sites, April 11 2023

				PV				
A	B	C	D	E	F	G	H	I
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/PV	PV Operating Costs	Incentives	Loan Payments	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	$ -	($40,000)	($40,000)
1	128,000	$45,000	$3,000	$6,000	($156,000)	$61,000	$131,000	$92,000
2	128,000	$46,000	$3,000	$6,000	$ -	$61,000	($24,000)	$67,000
3	128,000	$47,000	$3,000	$6,000	$ -	$61,000	($24,000)	$44,000
4	128,000	$49,000	$4,000	$6,000	$ -	$61,000	($23,000)	$21,000
5	128,000	$50,000	$4,000	$7,000	$ -	$61,000	($22,000)	($1,000)
6	128,000	$52,000	$5,000	$4,000	$ -	$61,000	($18,000)	($19,000)
7	128,000	$53,000	$5,000	$4,000	$ -	$61,000	($17,000)	($37,000)
8	128,000	$55,000	$7,000	$4,000	$ -	$61,000	($17,000)	($53,000)
9	128,000	$57,000	$8,000	$4,000	$ -	$61,000	($16,000)	($69,000)
10	128,000	$58,000	$8,000	$4,000	$ -	$61,000	($15,000)	($84,000)
11	128,000	$60,000	$9,000	$4,000	$ -	$61,000	($14,000)	($98,000)
12	128,000	$62,000	$10,000	$13,000	$ -	$61,000	($22,000)	($120,000)
13	128,000	$64,000	$11,000	$5,000	$ -	$61,000	($12,000)	($132,000)
14	128,000	$66,000	$11,000	$5,000	$ -	$61,000	($11,000)	($144,000)
15	128,000	$67,000	$11,000	$5,000	$ -	$61,000	($10,000)	($154,000)
16	128,000	$70,000	$13,000	$5,000	$ -	$ -	$52,000	($103,000)
17	128,000	$72,000	$14,000	$5,000	$ -	$ -	$53,000	($50,000)
18	128,000	$74,000	$15,000	$5,000	$ -	$ -	$54,000	$4,000
19	128,000	$76,000	$16,000	$5,000	$ -	$ -	$55,000	$58,000
20	128,000	$78,000	$17,000	$6,000	$ -	$ -	$56,000	$114,000
21	128,000	$81,000	$34,000	$6,000	$ -	$ -	$41,000	$155,000
22	128,000	$83,000	$35,000	$6,000	$ -	$ -	$42,000	$197,000
23	128,000	$85,000	$36,000	$6,000	$ -	$ -	$43,000	$240,000
24	128,000	$88,000	$38,000	$14,000	$ -	$ -	$36,000	$276,000
25	128,000	$91,000	$40,000	$17,000	$ -	$ -	$34,000	$309,000

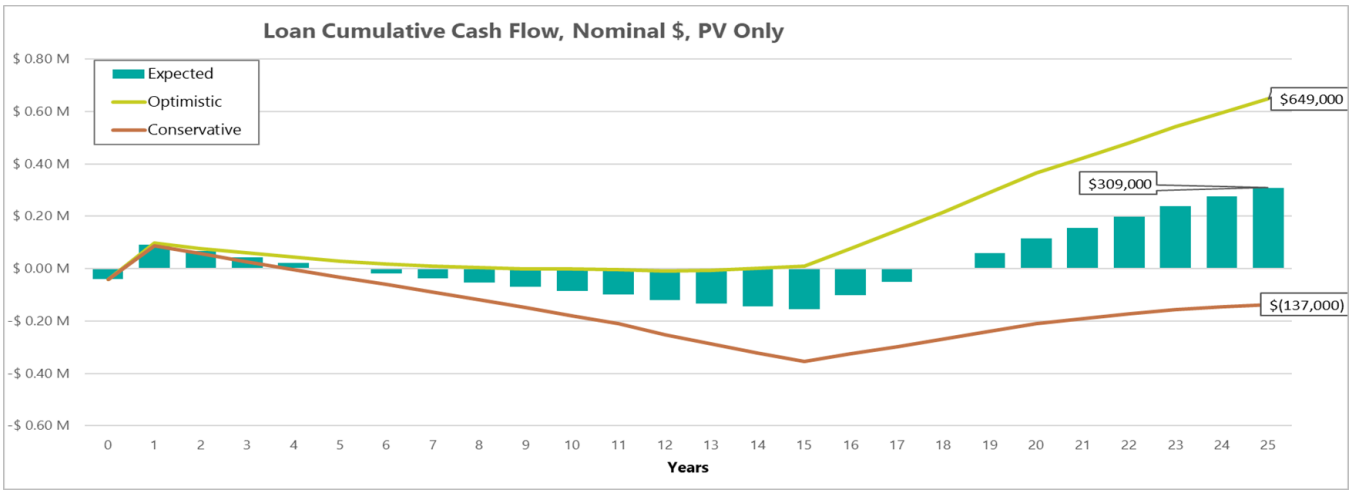


Table 20: Design B - Lease, Solar PV + BESS

Savings Analysis of Solar Lease, PV & BESS

Town of San Anselmo, 1 Sites, April 11 2023

PV & BESS								
A	B	C	D	E	F	G	H	I
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/PV & BESS	PV & BESS Operating Costs	Incentives	Loan Payments	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	$ -	($66,000)	($66,000)
1	128,000	$45,000	$2,000	$6,000	($330,000)	$103,000	$264,000	$198,000
2	128,000	$46,000	$2,000	$6,000	$ -	$103,000	($65,000)	$133,000
3	128,000	$47,000	$2,000	$6,000	$ -	$103,000	($64,000)	$68,000
4	128,000	$49,000	$4,000	$6,000	$ -	$103,000	($64,000)	$5,000
5	128,000	$50,000	$4,000	$7,000	$ -	$103,000	($63,000)	($58,000)
6	128,000	$52,000	$5,000	$4,000	$ -	$103,000	($59,000)	($117,000)
7	128,000	$53,000	$5,000	$4,000	$ -	$103,000	($58,000)	($176,000)
8	128,000	$55,000	$6,000	$4,000	$ -	$103,000	($57,000)	($233,000)
9	128,000	$57,000	$7,000	$4,000	$ -	$103,000	($57,000)	($290,000)
10	128,000	$58,000	$7,000	$4,000	$ -	$103,000	($56,000)	($346,000)
11	128,000	$60,000	$8,000	$4,000	$ -	$103,000	($55,000)	($400,000)
12	128,000	$62,000	$9,000	$13,000	$ -	$103,000	($63,000)	($463,000)
13	128,000	$64,000	$10,000	$264,000	$ -	$103,000	($312,000)	($775,000)
14	128,000	$66,000	$11,000	$5,000	$ -	$103,000	($52,000)	($827,000)
15	128,000	$67,000	$10,000	$5,000	$ -	$103,000	($51,000)	($878,000)
16	128,000	$70,000	$12,000	$5,000	$ -	$ -	$53,000	($826,000)
17	128,000	$72,000	$13,000	$5,000	$ -	$ -	$54,000	($772,000)
18	128,000	$74,000	$14,000	$5,000	$ -	$ -	$55,000	($717,000)
19	128,000	$76,000	$15,000	$5,000	$ -	$ -	$56,000	($662,000)
20	128,000	$78,000	$16,000	$6,000	$ -	$ -	$57,000	($605,000)
21	128,000	$81,000	$33,000	$6,000	$ -	$ -	$42,000	($563,000)
22	128,000	$83,000	$34,000	$6,000	$ -	$ -	$43,000	($520,000)
23	128,000	$85,000	$35,000	$6,000	$ -	$ -	$43,000	($477,000)
24	128,000	$88,000	$37,000	$14,000	$ -	$ -	$37,000	($440,000)
25	128,000	$91,000	$39,000	$17,000	$ -	$ -	$35,000	($406,000)

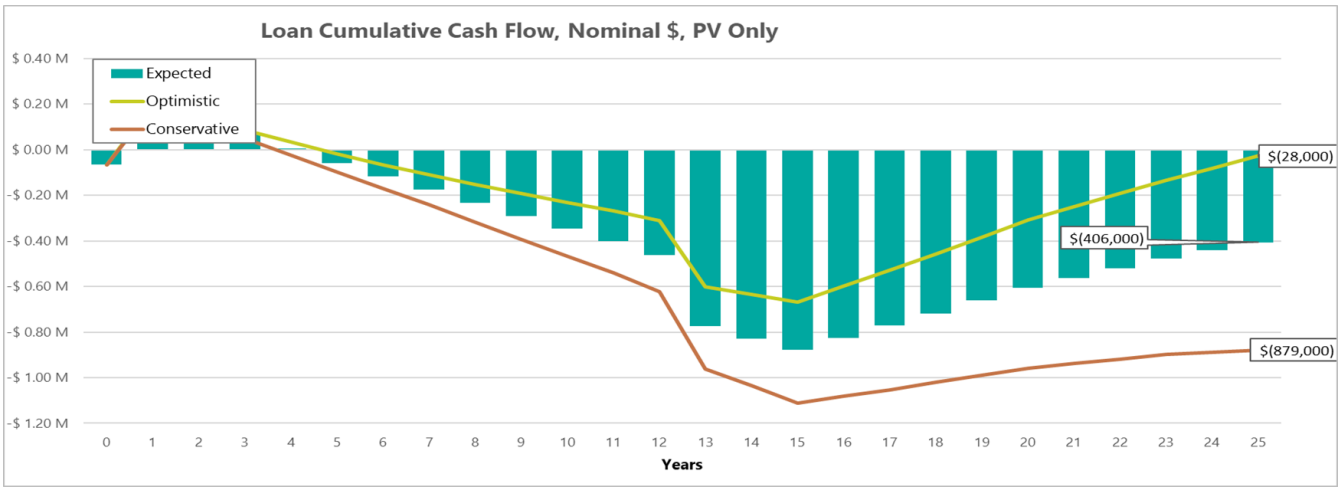


Table 21: Design C - Cash Purchase, Solar PV Only

Savings Analysis of Solar Cash Purchase, PV Only

Town of San Anselmo, 1 Sites, April 11 2023

PV							
A	B	C	D	E	F	G	H
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/ PV	PV Operating Costs	Incentives	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	($821,000)	($821,000)
1	128,000	$45,000	$3,000	$6,000	($209,000)	$245,000	($576,000)
2	128,000	$46,000	$3,000	$6,000	$ -	$37,000	($539,000)
3	128,000	$47,000	$3,000	$6,000	$ -	$37,000	($502,000)
4	128,000	$49,000	$4,000	$7,000	$ -	$38,000	($464,000)
5	128,000	$50,000	$4,000	$7,000	$ -	$39,000	($425,000)
6	128,000	$52,000	$6,000	$4,000	$ -	$43,000	($382,000)
7	128,000	$53,000	$6,000	$4,000	$ -	$43,000	($339,000)
8	128,000	$55,000	$7,000	$4,000	$ -	$44,000	($295,000)
9	128,000	$57,000	$8,000	$4,000	$ -	$45,000	($250,000)
10	128,000	$58,000	$8,000	$4,000	$ -	$46,000	($204,000)
11	128,000	$60,000	$9,000	$5,000	$ -	$47,000	($157,000)
12	128,000	$62,000	$10,000	$13,000	$ -	$39,000	($118,000)
13	128,000	$64,000	$11,000	$5,000	$ -	$49,000	($70,000)
14	128,000	$66,000	$12,000	$5,000	$ -	$49,000	($20,000)
15	128,000	$67,000	$12,000	$5,000	$ -	$50,000	$30,000
16	128,000	$70,000	$13,000	$5,000	$ -	$51,000	$82,000
17	128,000	$72,000	$14,000	$5,000	$ -	$52,000	$134,000
18	128,000	$74,000	$15,000	$6,000	$ -	$53,000	$187,000
19	128,000	$76,000	$16,000	$6,000	$ -	$54,000	$241,000
20	128,000	$78,000	$17,000	$6,000	$ -	$55,000	$296,000
21	128,000	$81,000	$34,000	$6,000	$ -	$41,000	$337,000
22	128,000	$83,000	$35,000	$6,000	$ -	$41,000	$379,000
23	128,000	$85,000	$36,000	$6,000	$ -	$42,000	$421,000
24	128,000	$88,000	$38,000	$14,000	$ -	$35,000	$456,000
25	128,000	$91,000	$40,000	$17,000	$ -	$33,000	$490,000

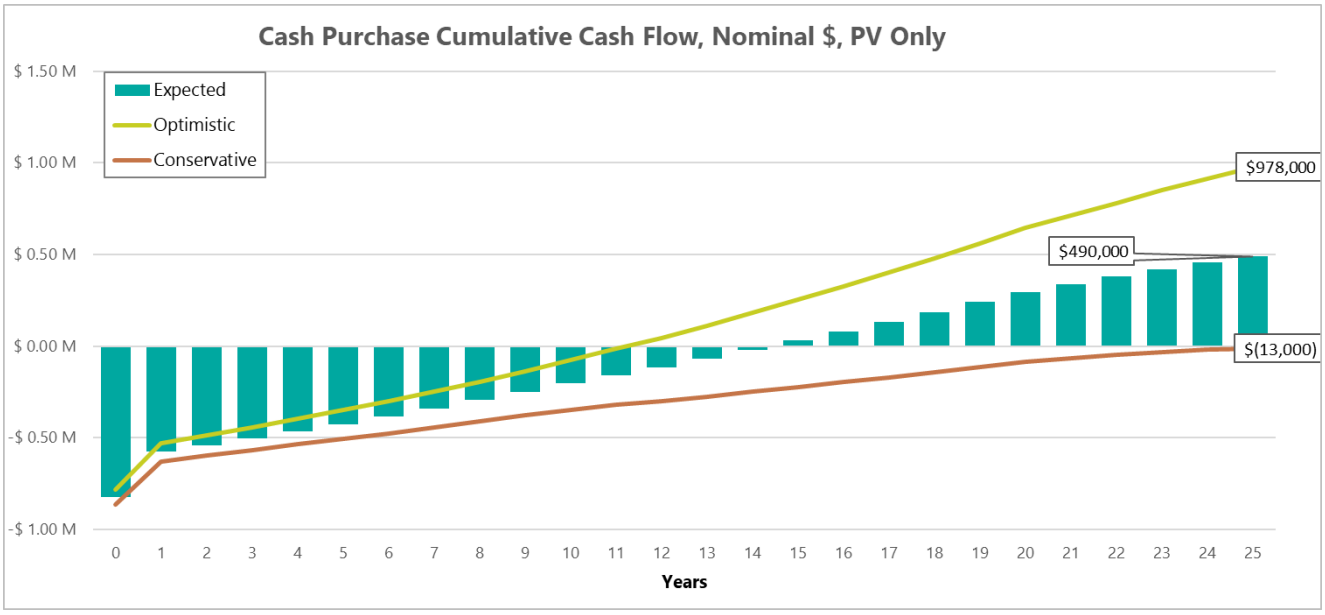


Table 22: Design C - Cash Purchase, Solar PV + BESS

Savings Analysis of Solar Cash Purchase, PV & BESS

Town of San Anselmo, 1 Sites, April 11 2023

PV & BESS							
A	B	C	D	E	F	G	H
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/ PV & BESS	PV & BESS Operating Costs	Incentives	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	($1,246,000)	($1,246,000)
1	128,000	$45,000	$2,000	$13,000	($311,000)	$341,000	($905,000)
2	128,000	$46,000	$2,000	$13,000	$ -	$31,000	($874,000)
3	128,000	$47,000	$2,000	$13,000	$ -	$32,000	($842,000)
4	128,000	$49,000	$4,000	$13,000	$ -	$32,000	($810,000)
5	128,000	$50,000	$4,000	$13,000	$ -	$33,000	($777,000)
6	128,000	$52,000	$5,000	$10,000	$ -	$37,000	($740,000)
7	128,000	$53,000	$5,000	$11,000	$ -	$38,000	($702,000)
8	128,000	$55,000	$6,000	$11,000	$ -	$39,000	($663,000)
9	128,000	$57,000	$7,000	$11,000	$ -	$39,000	($624,000)
10	128,000	$58,000	$7,000	$11,000	$ -	$40,000	($584,000)
11	128,000	$60,000	$8,000	$11,000	$ -	$41,000	($543,000)
12	128,000	$62,000	$9,000	$20,000	$ -	$34,000	($509,000)
13	128,000	$64,000	$10,000	$271,000	$ -	($216,000)	($725,000)
14	128,000	$66,000	$10,000	$11,000	$ -	$44,000	($681,000)
15	128,000	$67,000	$10,000	$12,000	$ -	$45,000	($636,000)
16	128,000	$70,000	$12,000	$12,000	$ -	$46,000	($590,000)
17	128,000	$72,000	$13,000	$12,000	$ -	$47,000	($543,000)
18	128,000	$74,000	$14,000	$12,000	$ -	$48,000	($495,000)
19	128,000	$76,000	$15,000	$12,000	$ -	$49,000	($446,000)
20	128,000	$78,000	$16,000	$12,000	$ -	$50,000	($396,000)
21	128,000	$81,000	$33,000	$13,000	$ -	$35,000	($361,000)
22	128,000	$83,000	$34,000	$13,000	$ -	$36,000	($325,000)
23	128,000	$85,000	$35,000	$13,000	$ -	$37,000	($289,000)
24	128,000	$88,000	$37,000	$21,000	$ -	$30,000	($259,000)
25	128,000	$91,000	$39,000	$24,000	$ -	$28,000	($231,000)

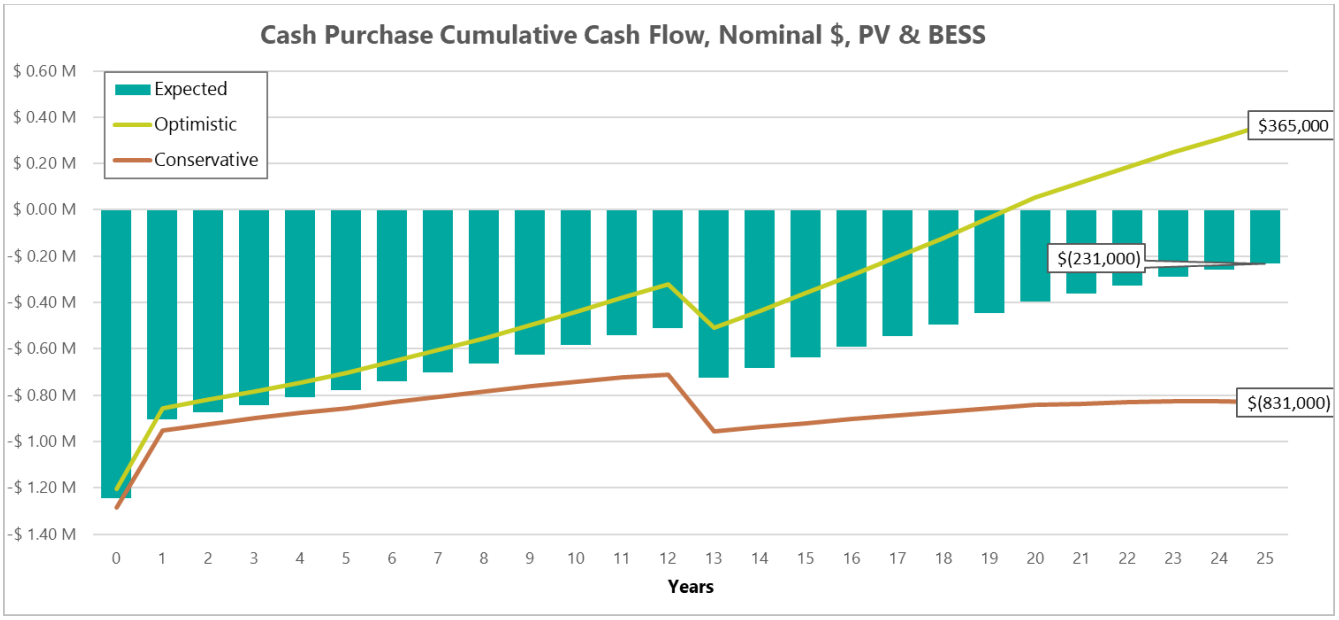


Table 23: Design C - PPA Financing, Solar PV Only

Cash Flow Analysis of Solar PPA, PV Only

Town of San Anselmo, 1 Sites, April 11 2023

				PV				
A	B	C	D	E	F	G	H	I
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/ PV	PV Operating Costs	Incentives	PPA Payments	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	$ -	($17,000)	($17,000)
1	128,000	$45,000	$3,000	$3,000	$ -	$45,000	($5,000)	($22,000)
2	128,000	$46,000	$3,000	$3,000	$ -	$44,000	($4,000)	($27,000)
3	128,000	$47,000	$3,000	$3,000	$ -	$44,000	($3,000)	($30,000)
4	128,000	$49,000	$4,000	$3,000	$ -	$44,000	($2,000)	($32,000)
5	128,000	$50,000	$4,000	$3,000	$ -	$43,000	($1,000)	($32,000)
6	128,000	$52,000	$6,000	$ -	$ -	$43,000	$3,000	($29,000)
7	128,000	$53,000	$6,000	$ -	$ -	$43,000	$5,000	($24,000)
8	128,000	$55,000	$7,000	$ -	$ -	$42,000	$6,000	($18,000)
9	128,000	$57,000	$8,000	$ -	$ -	$42,000	$7,000	($11,000)
10	128,000	$58,000	$8,000	$ -	$ -	$42,000	$8,000	($3,000)
11	128,000	$60,000	$9,000	$ -	$ -	$41,000	$10,000	$7,000
12	128,000	$62,000	$10,000	$ -	$ -	$41,000	$11,000	$18,000
13	128,000	$64,000	$11,000	$ -	$ -	$41,000	$12,000	$31,000
14	128,000	$66,000	$12,000	$ -	$ -	$40,000	$14,000	$45,000
15	128,000	$67,000	$12,000	$ -	$ -	$40,000	$15,000	$60,000
16	128,000	$70,000	$13,000	$ -	$ -	$40,000	$17,000	$76,000
17	128,000	$72,000	$14,000	$ -	$ -	$40,000	$18,000	$94,000
18	128,000	$74,000	$15,000	$ -	$ -	$39,000	$19,000	$114,000
19	128,000	$76,000	$16,000	$ -	$ -	$39,000	$21,000	$135,000
20	128,000	$78,000	$17,000	$ -	$ -	$39,000	$22,000	$157,000
21	128,000	$81,000	$34,000	$ -	$ -	$38,000	$8,000	$165,000
22	128,000	$83,000	$35,000	$ -	$ -	$38,000	$10,000	$175,000
23	128,000	$85,000	$36,000	$ -	$ -	$38,000	$11,000	$186,000
24	128,000	$88,000	$38,000	$ -	$ -	$38,000	$12,000	$198,000
25	128,000	$91,000	$40,000	$ -	$ -	$37,000	$13,000	$211,000

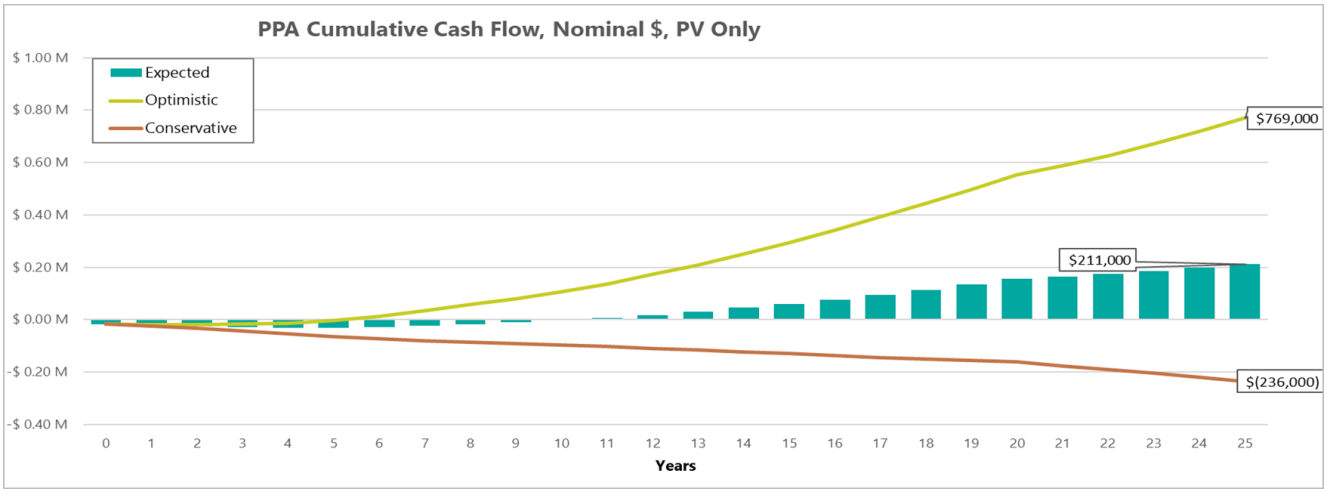


Table 24: Design C - PPA Financing, Solar PV + BESS

Cash Flow Analysis of Solar PPA, PV & BESS

Town of San Anselmo, 1 Sites, April 11 2023

PV & BESS								
A	B	C	D	E	F	G	H	I
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/ PV & BESS	PV & BESS Operating Costs	Incentives	PPA Payments	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	$ -	($26,000)	($26,000)
1	128,000	$45,000	$2,000	$3,000	$ -	$87,000	($47,000)	($72,000)
2	128,000	$46,000	$2,000	$3,000	$ -	$86,000	($45,000)	($118,000)
3	128,000	$47,000	$2,000	$3,000	$ -	$85,000	($44,000)	($161,000)
4	128,000	$49,000	$4,000	$3,000	$ -	$85,000	($42,000)	($203,000)
5	128,000	$50,000	$4,000	$3,000	$ -	$84,000	($41,000)	($244,000)
6	128,000	$52,000	$5,000	$ -	$ -	$83,000	($36,000)	($280,000)
7	128,000	$53,000	$5,000	$ -	$ -	$83,000	($35,000)	($315,000)
8	128,000	$55,000	$6,000	$ -	$ -	$82,000	($33,000)	($348,000)
9	128,000	$57,000	$7,000	$ -	$ -	$82,000	($31,000)	($379,000)
10	128,000	$58,000	$7,000	$ -	$ -	$81,000	($30,000)	($409,000)
11	128,000	$60,000	$8,000	$ -	$ -	$80,000	($28,000)	($437,000)
12	128,000	$62,000	$9,000	$ -	$ -	$80,000	($27,000)	($464,000)
13	128,000	$64,000	$10,000	$ -	$ -	$79,000	($25,000)	($489,000)
14	128,000	$66,000	$10,000	$ -	$ -	$79,000	($23,000)	($512,000)
15	128,000	$67,000	$10,000	$ -	$ -	$78,000	($21,000)	($534,000)
16	128,000	$70,000	$12,000	$ -	$ -	$77,000	($20,000)	($553,000)
17	128,000	$72,000	$13,000	$ -	$ -	$77,000	($18,000)	($571,000)
18	128,000	$74,000	$14,000	$ -	$ -	$76,000	($16,000)	($588,000)
19	128,000	$76,000	$15,000	$ -	$ -	$76,000	($15,000)	($602,000)
20	128,000	$78,000	$16,000	$ -	$ -	$75,000	($13,000)	($615,000)
21	128,000	$81,000	$33,000	$ -	$ -	$75,000	($27,000)	($642,000)
22	128,000	$83,000	$34,000	$ -	$ -	$74,000	($25,000)	($667,000)
23	128,000	$85,000	$35,000	$ -	$ -	$73,000	($24,000)	($691,000)
24	128,000	$88,000	$37,000	$ -	$ -	$73,000	($22,000)	($713,000)
25	128,000	$91,000	$39,000	$ -	$ -	$72,000	($21,000)	($734,000)

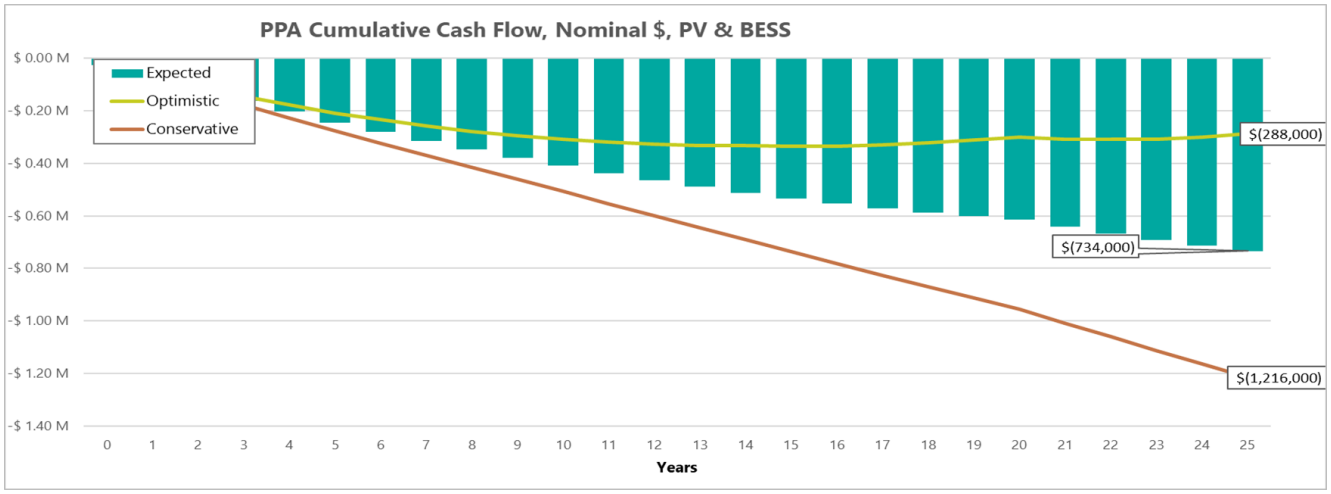


Table 25: Design C - Lease, Solar PV Only

Savings Analysis of Solar Lease, PV Only

Town of San Anselmo, 1 Sites, April 11 2023

				PV				
A	B	C	D	E	F	G	H	I
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/PV	PV Operating Costs	Incentives	Loan Payments	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	$ -	($52,000)	($52,000)
1	128,000	$45,000	$3,000	$6,000	($203,000)	$80,000	$159,000	$107,000
2	128,000	$46,000	$3,000	$6,000	$ -	$80,000	($44,000)	$63,000
3	128,000	$47,000	$3,000	$6,000	$ -	$80,000	($43,000)	$20,000
4	128,000	$49,000	$4,000	$7,000	$ -	$80,000	($42,000)	($23,000)
5	128,000	$50,000	$4,000	$7,000	$ -	$80,000	($42,000)	($64,000)
6	128,000	$52,000	$6,000	$4,000	$ -	$80,000	($38,000)	($102,000)
7	128,000	$53,000	$6,000	$4,000	$ -	$80,000	($37,000)	($139,000)
8	128,000	$55,000	$7,000	$4,000	$ -	$80,000	($36,000)	($175,000)
9	128,000	$57,000	$8,000	$4,000	$ -	$80,000	($35,000)	($211,000)
10	128,000	$58,000	$8,000	$4,000	$ -	$80,000	($35,000)	($245,000)
11	128,000	$60,000	$9,000	$5,000	$ -	$80,000	($34,000)	($279,000)
12	128,000	$62,000	$10,000	$13,000	$ -	$80,000	($41,000)	($320,000)
13	128,000	$64,000	$11,000	$5,000	$ -	$80,000	($32,000)	($352,000)
14	128,000	$66,000	$12,000	$5,000	$ -	$80,000	($31,000)	($383,000)
15	128,000	$67,000	$12,000	$5,000	$ -	$80,000	($30,000)	($413,000)
16	128,000	$70,000	$13,000	$5,000	$ -	$ -	$51,000	($362,000)
17	128,000	$72,000	$14,000	$5,000	$ -	$ -	$52,000	($309,000)
18	128,000	$74,000	$15,000	$6,000	$ -	$ -	$53,000	($256,000)
19	128,000	$76,000	$16,000	$6,000	$ -	$ -	$54,000	($202,000)
20	128,000	$78,000	$17,000	$6,000	$ -	$ -	$55,000	($147,000)
21	128,000	$81,000	$34,000	$6,000	$ -	$ -	$41,000	($106,000)
22	128,000	$83,000	$35,000	$6,000	$ -	$ -	$41,000	($64,000)
23	128,000	$85,000	$36,000	$6,000	$ -	$ -	$42,000	($22,000)
24	128,000	$88,000	$38,000	$14,000	$ -	$ -	$35,000	$13,000
25	128,000	$91,000	$40,000	$17,000	$ -	$ -	$33,000	$47,000

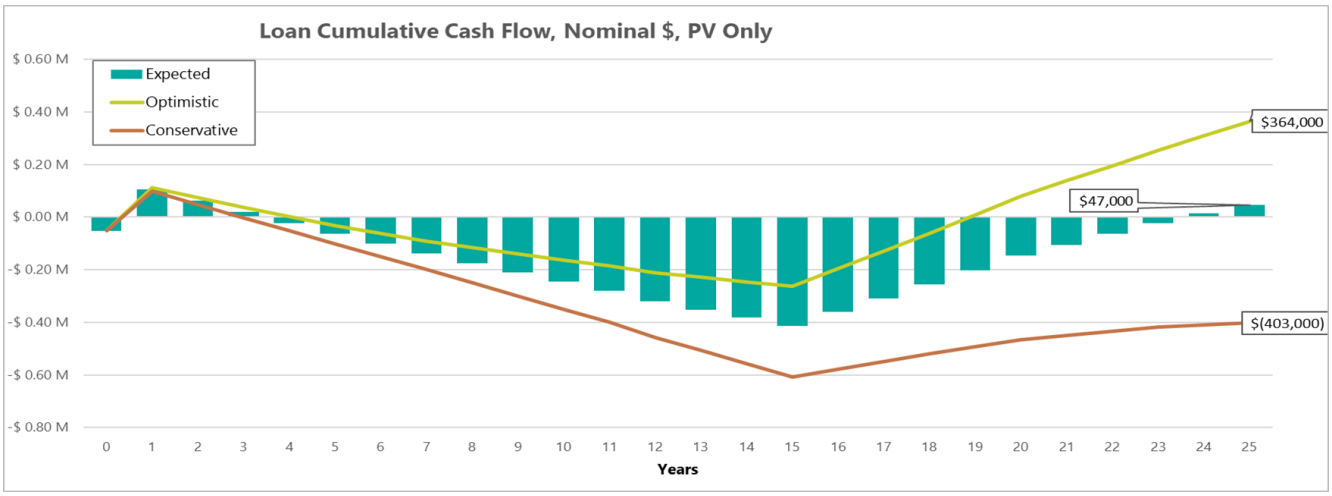
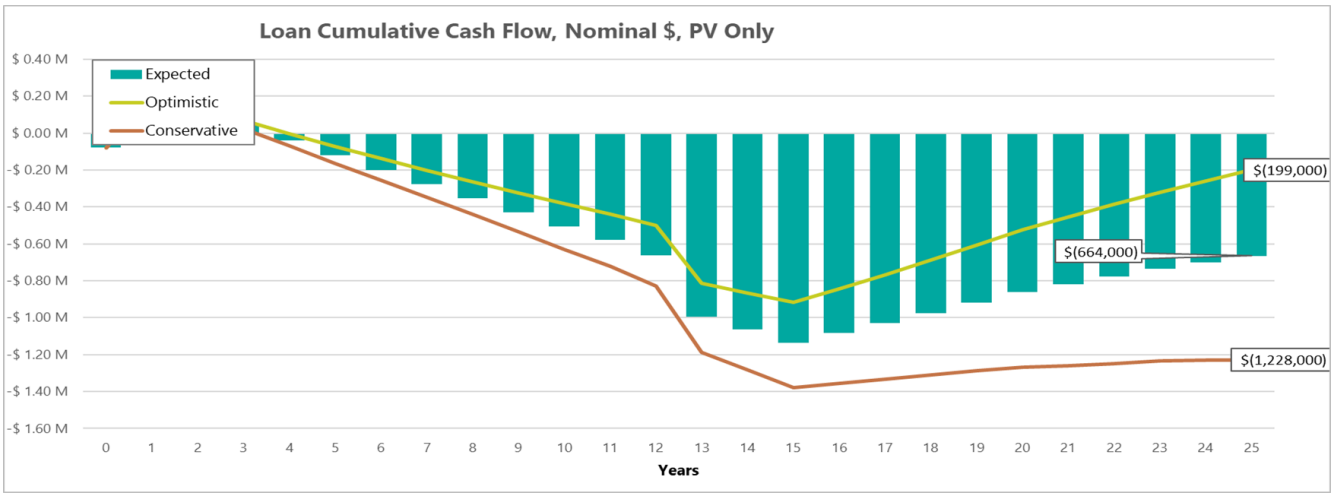


Table 26: Design C - Lease, Solar PV + BESS

Savings Analysis of Solar Lease, PV & BESS

Town of San Anselmo, 1 Sites, April 11 2023

PV & BESS								
A	B	C	D	E	F	G	H	I
Year	Estimated Utility Usage (kWh)	Annual Estimated Utility Cost w/o PV	Utility Energy Cost w/PV & BESS	PV & BESS Operating Costs	Incentives	Loan Payments	Net Annual Savings	Cumulative Project Cash Flow
0	-	$ -	$ -	$ -	$ -	$ -	($79,000)	($79,000)
1	128,000	$45,000	$2,000	$6,000	($377,000)	$122,000	$292,000	$213,000
2	128,000	$46,000	$2,000	$6,000	$ -	$122,000	($85,000)	$129,000
3	128,000	$47,000	$2,000	$6,000	$ -	$122,000	($84,000)	$45,000
4	128,000	$49,000	$4,000	$7,000	$ -	$122,000	($83,000)	($38,000)
5	128,000	$50,000	$4,000	$7,000	$ -	$122,000	($82,000)	($121,000)
6	128,000	$52,000	$5,000	$4,000	$ -	$122,000	($79,000)	($199,000)
7	128,000	$53,000	$5,000	$4,000	$ -	$122,000	($78,000)	($277,000)
8	128,000	$55,000	$6,000	$4,000	$ -	$122,000	($77,000)	($354,000)
9	128,000	$57,000	$7,000	$4,000	$ -	$122,000	($76,000)	($430,000)
10	128,000	$58,000	$7,000	$4,000	$ -	$122,000	($75,000)	($505,000)
11	128,000	$60,000	$8,000	$5,000	$ -	$122,000	($74,000)	($579,000)
12	128,000	$62,000	$9,000	$13,000	$ -	$122,000	($82,000)	($661,000)
13	128,000	$64,000	$10,000	$264,000	$ -	$122,000	($332,000)	($993,000)
14	128,000	$66,000	$10,000	$5,000	$ -	$122,000	($71,000)	($1,064,000)
15	128,000	$67,000	$10,000	$5,000	$ -	$122,000	($70,000)	($1,135,000)
16	128,000	$70,000	$12,000	$5,000	$ -	$ -	$52,000	($1,082,000)
17	128,000	$72,000	$13,000	$5,000	$ -	$ -	$53,000	($1,029,000)
18	128,000	$74,000	$14,000	$6,000	$ -	$ -	$54,000	($974,000)
19	128,000	$76,000	$15,000	$6,000	$ -	$ -	$55,000	($919,000)
20	128,000	$78,000	$16,000	$6,000	$ -	$ -	$56,000	($862,000)
21	128,000	$81,000	$33,000	$6,000	$ -	$ -	$42,000	($821,000)
22	128,000	$83,000	$34,000	$6,000	$ -	$ -	$42,000	($778,000)
23	128,000	$85,000	$35,000	$6,000	$ -	$ -	$43,000	($735,000)
24	128,000	$88,000	$37,000	$14,000	$ -	$ -	$36,000	($699,000)
25	128,000	$91,000	$39,000	$17,000	$ -	$ -	$34,000	($664,000)



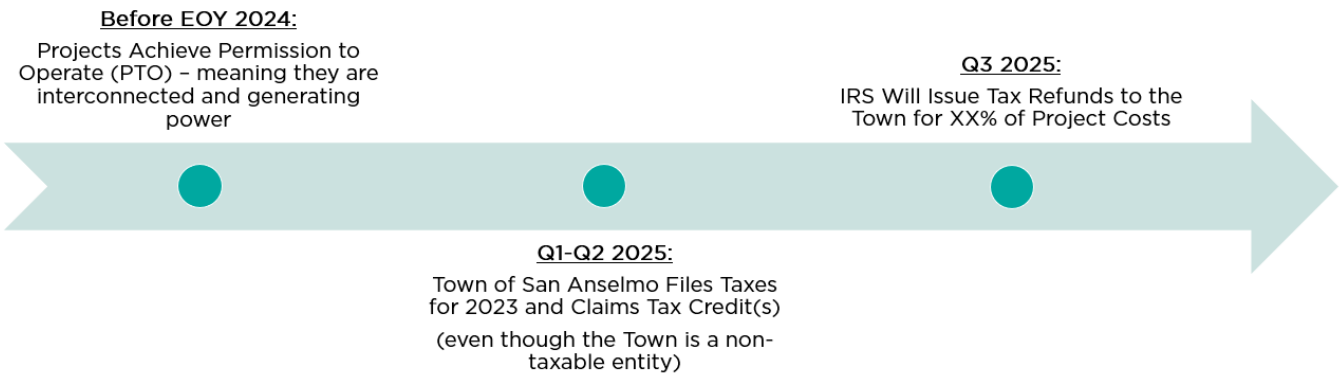
5. Grants and Incentives

See **Table 27** below for more details on eligible, or soon-to-be eligible grants and incentives that the Town of San Anselmo could choose to pursue in order to assist with project funding.

Table 27: Grants and Incentives Short-List

	Program Name	Eligible Project(s)	Grant/Incentive Type	Estimated Available Funding for San Anselmo	Notes
1	Inflation Reduction Act (Investment Tax Credit, ITC)	PV, BESS, EVSE	Federal tax refund/credit	30% of project costs	- CAPEX, soft costs, etc. (including NV5's consultant fees)
2	*Net Energy Metering (already qualified/grandfathered)*	*PV*	*Utility rate schedule*	*N/A*	*- Grandfathered time-of-use electricity rate under NEM2.0*
3	Transportation Authority of Marin (TAM)	EVSE	Non-profit funds	up to $3,000 per port for EV charging stations	
4	Marin Clean Energy (CCA)	EVSE	Grant	up to $3,500 per port for EV charging stations	- Must be an MCE customer to qualify
5	Hybrid and Zero Emission Truck and Bus Voucher Incentive Project (HVIP)	EVSE	Vouchers	- $430M total - $20M for fleets - $48M for public transit buses	- Current round closed, new round opening soon - Provides point-of-sale rebate to purchase medium- and heavy-duty ZEVs - Rebate amount varies by vehicle class - May conflict with other CARB programs and regulations
6	CEC Grants	EVSE	State	- $50M for LD - $160M for MD and HD	- Various CEC Grant Programs aimed at promoting EVSE infrastructure development, the adoption of zero-emission medium- and heavy-duty vehicles, and expanding in-state production of LCF from low-carbon pathways - $50 million to support light-duty passenger vehicles - >$160 million to support medium- and heavy-duty vehicles in FY 2022-2023
7	Self Generation Incentive Program (SGIP)	BESS	Rebate	Non-residential storage equity: $0.85/Wh	- Currently overallocated, the next round of funding should be released soon
8	PG&E Non-Residential Energy Efficiency Rebates	HVAC	Utility rebate	Will pay for part of Energy Efficiency upgrades (HVAC, lighting, etc.)	- Exact funding is unclear
9	PG&E - Non-residential Energy Efficiency Financing Program	HVAC	Loan Program	Government agencies may qualify for loans between $5,000-$4,000,000 per PG&E meter with loan periods of up to 10 years	- Provides 0% loans for energy efficiency projects. Loan funds must be used to purchase and install qualifying energy efficiency equipment.

Figure 6: Estimated Investment Tax Credit Reimbursement Timeline



Note: This timeline assumes that the projects achieve PTO in FY2024. The ITC Refund operates on both a site-by-site and project-specific basis, so for example, if the solar PV is completed, but the BESS is delayed until 2025, the Town could still file to receive ITC tax refund for the solar PV and wait to file the BESS until the next tax year.

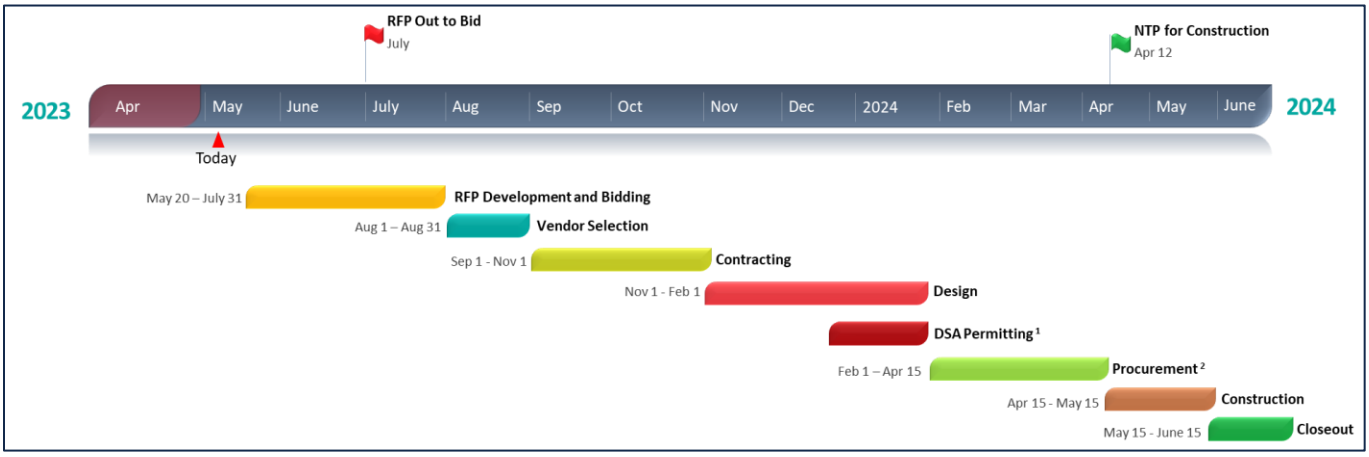
6. Preliminary Project Schedule

As the Town is still in the early stages of this project, it is highly likely that the project schedule shifts and changes. A couple of milestones in the project are of particular import, including:

(1) **DSA Permitting** – depending on the solar PV design, geotechnical survey results, and other jurisdiction requirements, the DSA Review could range from two weeks to over three months.

(2) **Procurement** – some materials are especially prone to long lead times, such as batteries and steel. As such, those long-lead time items could substantially delay the procurement and construction phases of the project.

Figure 7: Preliminary Project Schedule/Timeline



STAFF REPORT

TOWN OF SAN ANSELMO Item #: 3.3

MEETING DATE: May 25, 2023

AGENDA TITLE: Consider appointing (3) three applicants to the Economic Development Committee

FROM: Serge Avila, Chief Town Clerk

RECOMMENDATION: For Council to consider appointing (3) three applicants to the Economic Development Committee Ryan Olson, Ginny Svigals, and Michael Fine.

BACKGROUND

The Flood Committee has a membership of ten seats. There are five seats available. Ryan Olson, Ginny Svigals, and Michael Fine were interviewed earlier today and their applications are attached to this report.

FISCAL IMPACT

There would be no direct fiscal impact to the Town to approve this item.

CEQA AND CLIMATE ACTION PLAN CONSISTENCY

The proposed decision is exempt from the California Environmental Quality Act (CEQA), under the “common sense” exemption, because it can be seen with certainty that there is no possibility that the activity in question may have a significant negative effect on the environment. (Cal. Code Regs. tit. 14, § 15061).

ATTACHMENTS

Attachment 1- Ryan Olson- Application no Resume
Attachment 2- Ginny Svigals- Application w/Resume
Attachment 3- Michael Fine- Application no Resume

Print

Boards, Committees and Commissions Application - Submission #1883

Date Submitted: 5/17/2023

TOWN OF SAN ANSELMO

APPLICATION FOR APPOINTMENT TO A SAN ANSELMO BOARD/COMMISSION/COMMITTEE

To: San Anselmo Town Council

Date*

5/17/23

I wish to apply for an appointment to a term/balance*

Economic Development Committee

Name*

Ryan Olson

Home Address*

200 Bolinas Rd Apt 37 / Fairfax, CA 94930

Occupation*

General Manager

Employer's Address

510 San Anselmo Ave

Home Phone*

4155169747

Work Phone

Cell Phone

4155169747

E-Mail*

r.michael.olson@gmail.com

Number of years as resident of San Anselmo*

.5

Number of years as a resident in Marin*

1

Education Level Achieved*

College/University Degree (Major)

Name and phone numbers of three San Anselmo residents who can be contacted for referral information about me:

1.) Name*

Donna Seymour

1.) Phone*

4153781435

2.) Name*

Georgianna Barker

2.) Phone*

6282378035

3.) Name*

awaiting permission

3.) Phone*

will provide if interviewed

I would be able to regularly attend the meetings of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I would be available to attend additional meetings when they are necessary.*

- (●) YES
- ( ) NO

I am familiar with the responsibilities and functions of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I have attended meetings of the Board/Commission/Committee as a member of the public.*

- ( ) YES
- (●) NO

List briefly, previous experience serving the public office, and/or civic commissions,boards, or committees.*

The closest experience I have to serving on a civic commission is managing a polling location in the 2008 election cycle in San Francisco. In the private sector, I represented union workers on the Operations Safety Board at UPS in South San Francisco in 2003.

Reasons for this appointment.*

I help run day to day operations at a local institution where many of our neighbors frequently gather.

What are your qualifications for this appointment.*

I have 15 years of business management experience, including 2 years as a business owner of Phlox Commons Kitchen and Draught House (what a name) in San Francisco.

Briefly, what do you consider to be the most important, one or two current issues facing this Board/Commission/Committee? *

We are seeing a fresh wave of entrepreneurs on the Avenue, bringing a broader range of services and products to San Anselmo that cater to a more diverse clientele. A vibrant commercial district strengthens community and helps keeps the town relevant. We need to find ways to make it easier for would-be small business owners to set up shop and succeed in San Anselmo.

I understand that I and all other applicants will be personally interviewed by the Town Council as part of the selection process for this appointment. I also understand that my application material will be a public document and available on the Town's website. Sensitive materials that you don't wish to be posted on the website should not be included with the application.*

- (●) YES
- ( ) NO

Other Boards/Commissions/Committees on which you would be interested in serving if not appointed to this seat?*

Open Space Committee

You may attach personal resumes or other information which you believe would be helpful to the Council in its selection process.

Choose File No file chosen

Thank you for your interest in serving the Town of San Anselmo and its citizens. For further information, please contact the Town Clerk, at townclerk@townofsananselmo.org or 415-258-4660.

Print

Boards, Committees and Commissions Application - Submission #1873

Date Submitted: 5/9/2023

TOWN OF SAN ANSELMO

APPLICATION FOR APPOINTMENT TO A SAN ANSELMO BOARD/COMMISSION/COMMITTEE

To: San Anselmo Town Council

Date*

05/09/2023

I wish to apply for an appointment to a term/balance*

Economic Development Committee

Name*

Ginny Svigals

Home Address*

419 Redwood Road

Occupation*

Registered Nurse and XCore Pilates instructor

Employer's Address

21 San Anselmo Avenue, San Anselmo CA 94960

Home Phone*

919770594

Work Phone

Cell Phone

9197706954

E-Mail*

ginnysvigals@gmail.com

Number of years as resident of San Anselmo*

1

Number of years as a resident in Marin*

1

Education Level Achieved*

Graduate Degree (Major)

Name and phone numbers of three San Anselmo residents who can be contacted for referral information about me:

1.) Name*

Romee Ham

1.) Phone*

650-863-9442

2.) Name*

Maren Bean

2.) Phone*

650-504-1377

3.) Name*

Lisa McLaughlin

3.) Phone*

415-640-8788

I would be able to regularly attend the meetings of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I would be available to attend additional meetings when they are necessary.*

- (●) YES
- ( ) NO

I am familiar with the responsibilities and functions of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I have attended meetings of the Board/Commission/Committee as a member of the public.*

- ( ) YES
- (●) NO

List briefly, previous experience serving the public office, and/or civic commissions,boards, or committees.*

Although
I have yet to hold a public office seat, my entire professional life has been dedicated to serving the public and collaborating with multidisciplinary teams to lead programs and support the public good. I have served my community directly through patient care in the hospital and schools as a registered nurse, I have collaborated across teams on public health programs in the SFUSD school system, and I have experience leading committees for school-wide health and sitting on nursing leadership boards. I have created and led programs focusing on teen sexual health, school-wide public health, COVID-19 safety, and contact tracing management. I have a master's degree in Global Health that focused on research and program development and I understand the importance of an evidence-based approach.

Reasons for this appointment.*

My
primary intention for applying to the economic development committee is that I want to invest in my community! My husband and I moved to San Anselmo last year and plan to grow our family here, we want to see our social community grow here, and we want to invest in the shops, restaurants, and community spaces that are at the heart of this town! I want to see San Anselmo thrive! As a 37 yr old woman, I think I bring a unique perspective to the economic development opportunities of San Anselmo. I want to be a part of its vision, growth, and investment strategies and I want to have a voice in the future of my town. My grandfather, father, and uncle were mayors and civic leaders of my hometown in North Carolina and I know the importance of getting involved and volunteering your energy to public service. This type of committee is where real change happens. I see myself as a natural leader and a great collaborator who genuinely wants to be a part of San Anselmo's growth and success.

What are your qualifications for this appointment.*

I
have a Master's Degree in Science, I have experience gathering and disseminating evidence-based research, I have a history of public service, I have experience creating and leading public programs, and I have a background in social justice work with a focus on racial equity. I own a home in San Anselmo, I work in San Anselmo, I plan to send my children to school in San Anselmo, and I spend my money in San Anselmo.

Briefly, what do you consider to be the most important, one or two current issues facing this Board/Commission/Committee?*

I
think the two most important issues facing this committee are attracting desired business and reimagining and reactivating the vacant storefronts. Understanding what gaps we are missing in local business opportunities and how to enhance the offerings of current restaurants and shops. Encouraging more visual art over vacant windows and using 'pop-ups' in vacant spaces to research and identify what our community is most attracted to and needs.

I understand that I and all other applicants will be personally interviewed by the Town Council as part of the selection

process for this appointment. I also understand that my application material will be a public document and available on the Town's website. Sensitive materials that you don't wish to be posted on the website should not be included with the application.*

- (●) YES
- ( ) NO

Other Boards/Commissions/Committees on which you would be interested in serving if not appointed to this seat?*

None

You may attach personal resumes or other information which you believe would be helpful to the Council in its selection process.

2023 Ginny Svigals Resume.pdf

Thank you for your interest in serving the Town of San Anselmo and its citizens. For further information, please contact the Town Clerk, at townclerk@townofsananselmo.org or 415-258-4660.

GINNY SVIGALS

919 770 6954 | ginnysvigals@gmail.com

PROFILE

A highly skilled and experienced Registered Nurse with Primary, Critical Care, Public Health, and health education experience. Passionate about improving reproductive health equity through education, relationship building, and providing access to high quality health care. Interested in shifting my career focus back to direct patient care. Eager to work directly within my community and impact the lives of people along their reproductive health journeys.

HIGHLIGHTS

- Advanced experience delivering clinical care, performing assessments, and creating individual care plans
- Experienced health educator for women and teens across the primary and sexual health spectrum
- Skilled in program/project design, public speaking, and creating health\wellness promotional content
- Excell at managing multiple tasks, working independently, organization, and collaborating across complex teams
- Confident in ability to learn new skills, take initiative, and know when to ask for help
- Outstanding communication skills and a history of building warm, strong relationships with clients/patients.
- Focused on creating an upliftingt, energetic, and collaborative work environment for both patients and collegues.

EDUCATION

University of California San Francisco | Global Health Institute

- *Master of Science: Global Health | 2017 – 2018*

East Carolina University

- *Bachelor of Science: Nursing | 2004 - 2009*

PROFESSIONAL EXPERIENCE

SFUSD School District Registered Nurse | 2019-2022

John O'Connell High School

- Primary health care provider and health educator for 120 Staff and 600 Students
- Provided first aid and emergency management, alongside facilitating emergency support staff training
- Created, managed, and documented all Individual Care Plans
- Experience with program design and project management through community health outreach, school body engagement, small group sessions, and collaborative opportunities for outside community health workers.
- Created virtual student facing content for health awareness and wellness education topics.
- Extensive experience building relationships to creat trust, ensure understanding, and solve problems.

University of California San Francisco | Master of Science in Global Health | 2017-2018

Graduate Thesis: *Estimating the Prevalence and Risks Associated of Chlamydia Trachomatis Sexually Transmitted Infections Among Females in Suva, Fiji*

- Developed and managed a women's reproductive health quantitative research study, as well as piloted a novel rapid diagnostic device for Chlamydia trachomatis diagnosis.
- Designed strategies for data collection, managed teams of volunteers, and organized on-site training
- Completed the studies formal analysis, methodology, and project administration.
- Experience with public speaking and dissemination of results, data, and program layouts.

Registered Nurse

Adult Healthcare, Intensive Care Unit (ICU), Interventional Radiology | 2009 - 2015

The Medical University of South Carolina | Charleston, SC

- Employeed in Adult Medical ICU, Surgical and Neurological Trauma ICU, Emergency Room, Interventional Radiology
- Trained in delivery of conscious sedation
- Created patient care plans individually and through team collaboration for patient care plans
- Extensive experience with health assessments, patient education, procedure followup, and documentation via EMR

Madaktari Africa | Tanzania | 2009-2011

Nursing Lead and Coordinator

- Served on nonprofit program team designing fundamental CPR skill training program for hospital staff, sustainable solutions through protocol management, and facilitating health provider training.

PUBLICATIONS

Svigals, V., Blair, A., Dean, D. (2020). "*Hyperendemic Chlamydia trachomatis sexually transmitted infections among females represent a high burden of asymptomatic disease and health disparity among Pacific Islanders in Fiji*". PLoS Negl Trop Dis.

LICENSURE/SKILLS

- Active RN License through the State of California Board of Nursing (licensure number upon request)
- ACLS/BLS Certified
- Proficient in Google Suite, MS Office, Adobe Acrobat, ScientificWriting
- Experience using Electronic Medical Records, R code, DocuSign

Print

Boards, Committees and Commissions Application - Submission #1866

Date Submitted: 5/1/2023

TOWN OF SAN ANSELMO

APPLICATION FOR APPOINTMENT TO A SAN ANSELMO BOARD/COMMISSION/COMMITTEE

To: San Anselmo Town Council

Date*

5/1/2023

I wish to apply for an appointment to a term/balance*

Economic Development Committee

Name*

Michael Fine

Home Address*

55 Belmont Avenue, Fairfax CA 94930

Occupation*

co-owner/CEO bathroom accessories business

Employer's Address

243 sir francis drake blvd. san anselmo, ca 94960

Home Phone*

9174595339

Work Phone

Cell Phone

917 459 5339

E-Mail*

finemichael@gmail.com

Number of years as resident of San Anselmo*

i live in fairfax but have a business located in san anselmo

Number of years as a resident in Marin*

1

Education Level Achieved*

College/University Degree (Major)

Name and phone numbers of three San Anselmo residents who can be contacted for referral information about me:

1.) Name*

Scot Tatelman

1.) Phone*

508 966 3543

2.) Name*

Chris Capobianco

2.) Phone*

415 300 5371

3.) Name*

Stacey Spielman

3.) Phone*

516 316 8407

I would be able to regularly attend the meetings of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I would be available to attend additional meetings when they are necessary.*

- (●) YES
- ( ) NO

I am familiar with the responsibilities and functions of this Board/Commission/Committee.*

- (●) YES
- ( ) NO

I have attended meetings of the Board/Commission/Committee as a member of the public.*

- ( ) YES
- (●) NO

List briefly, previous experience serving the public office, and/or civic commissions,boards, or committees.*

i have not worked in this capacity yet.

Reasons for this appointment.*

i am a business owner in the town and would like to offer some fresh, design minded ideas to live in a great community.

What are your qualifications for this appointment.*

i
am the CEO of a design minded and environmentally responsible business
in the town. i have lived in major cities and small towns. i understand
the value of servicing all ages and different interests. i think i can
offer a fresh prospective.

Briefly, what do you consider to be the most important, one or two current issues facing this Board/Commission/Committee?*

keeping
stores from being vacant while offering people something that makes
sense. i think we need to do focus groups/events and genuinely find out
what people want. from there, we need to find a happy medium.

I understand that I and all other applicants will be personally interviewed by the Town Council as part of the selection process for this appointment. I also understand that my application material will be a public document and available on the Town's website. Sensitive materials that you don't wish to be posted on the website should not be included with the application.*

- (●) YES
- ( ) NO

Other Boards/Commissions/Committees on which you would be interested in serving if not appointed to this seat?*

None

You may attach personal resumes or other information which you believe would be helpful to the Council in its selection process.

Thank you for your interest in serving the Town of San Anselmo and its citizens. For further information, please contact the Town Clerk, at townclerk@townofsananselmo.org or 415-258-4660.