



SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Finance

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City Manager Approval: _____

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TOPIC: FINAL CITYWIDE PROPOSED BUDGET FOR FISCAL YEAR 2020-2021 AND LEGAL SPENDING LIMIT

SUBJECT:

- 1. RESOLUTION APPROVING THE CITYWIDE BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2020-2021 AND PROVIDING FOR THE APPROPRIATIONS AND EXPENDITURE OF ALL SUMS SET FORTH IN THE BUDGET IN THE AMOUNT OF \$127,943,913;**
- 2. RESOLUTION APPROVING FISCAL YEAR 2020-2021 GANN APPROPRIATIONS LIMIT AT \$143,208,909**

RECOMMENDATION:

1. Adopt a resolution approving the FY 2020-21 operating budget and Three-Year Capital Improvement Program.
2. Adopt a resolution approving the FY 2020-21 Gann Appropriations limit.

SUMMARY: This report presents the final proposed citywide budget for Fiscal Year (FY) 2020-21, beginning July 1, 2020 and ending June 30, 2021. This item is the culmination of a process that included a public discussion of the assumptions underlying the operating budget at the City Council Finance Subcommittee meeting on May 12, 2020, and the City's [COVID-19 Economic Recovery Plan \(CERP\)](#) which was presented to the City Council on May 18, 2020. In addition, the preliminary Capital Improvement Program was presented to the City Council Finance Subcommittee on April 14, 2020, and subsequently to the City Council on May 18, 2020 for feedback and discussion. The final draft budget and proposed staffing changes were presented and discussed at the City Council Finance Committee meeting of June 9, 2020.

FOR CITY CLERK ONLY

Council Meeting:

Disposition:

For the FY 2020-21 budget, ongoing General Fund operational expenditures are supported by current period revenues and use of emergency reserves, and the spending plans of all other funds are supported by projected revenues and accumulated resources in their respective funds. Proposed appropriations citywide total \$127,943,913 and are within the legal spending limit.

This budget is different than others we have presented over the past several years as the financial impacts of COVID-19 are substantial and have created a significant budget deficit for FY 2019-20, 2020-21 and are expected to have a longer lasting impact. As a result of the massive revenue losses which have been occurring since the pandemic and are projected to continue, the FY 2020-21 budget represents a reduction in every department's funding. Reductions City-wide amount to approximately \$6.7 million.

BACKGROUND:

This report will focus on the following:

1. Brief status of Fiscal Year 2019-20 budget performance
2. COVID-19 Economic Recovery Plan
3. Proposed operating and capital budget presented for all City funds for Fiscal Year 2020-21
4. Fiscal Year 2020-21 Appropriations Limit

BUDGET ACTION

The purpose of this report is to provide the City Council and community with the final proposed citywide budget for FY 2020-21 which has been prepared for adoption based on the direction provided at earlier public meetings.

The budget is both a spending plan for the City's available financial resources and the legal authority for City departments to spend these resources for public purposes. Through these resources, services are provided to meet the needs of the community. The City Council and City staff respond to the community's needs in part through the budget, which is intended to balance not only revenues and costs, but also community priorities.

Consistent with the direction provided by the City Council in May 2014, the additional one-quarter percent sales tax revenues provided by Measure E, effective April 1, 2014 through March 31, 2034, are dedicated to funding major construction and improvements to public safety facilities (also referred to as the [San Rafael Essential Facilities](#) project).

"GANN" APPROPRIATIONS LIMIT

Article XIII B of the California Constitution (enacted with the passage of Proposition 4 in 1979 – the Gann initiative – with modifications under Proposition 111 passed in June 1990, and implemented by California Government Code sections 7900, and following) provides the basis for the Gann appropriation limitation. The City's appropriation growth rate is limited to changes in population and either the change in California per capita income or the change in the local assessment roll due to new, non-residential construction.

ANALYSIS:

UPDATE ON CURRENT BUDGET/FISCAL YEAR 2019-2020

General Fund

Revenues: The original FY 2019-20 budget, adopted on [July 15, 2019](#), projected \$80,282,912 in revenues and in the Mid-year budget review (updated budget) presented on February 3, 2020, revenues were increased by \$200,000 for a projected balance of \$80,482,912 based on the one-time unexpected overperformance of sales tax. Current Revenues are projected to be \$75,401,133, which is \$5,081,780, or 6.3% below the updated budget, based on activity through March which is the most up to date information available from the State. This reduction is a result of the COVID-19 pandemic and resulting economic shutdown which significantly reduced local economic activity and corresponding tax and fee revenue to the City. Most notably, sales and use taxes are projected to be approximately \$3.7 million less than the updated FY 2019- 20 budget and Transit Occupancy tax about \$800 thousand less than the updated FY 2019-20 budget.

Expenditures: General Fund expenditures have also been significantly reduced based on strategic measures taken by the City immediately following the COVID-19 public health crisis; expenditures are currently projected to total \$76,510,689 on June 30, 2020. This is a \$2.8 million decrease from the updated budget total of \$79,311,813 and results mostly from salary, benefit, and retirement contributions savings. These savings were achieved due to the following:

- Freezing all vacant positions,
- A one-time reduction in overtime expenses due to the COVID-19 pandemic because public safety employees have not been taking vacation time and therefore no one has to fill in their shift on overtime, and
- Several employees either resigned or retired towards the end of Fiscal Year 2019 and during Fiscal Year 2020 whose positions were filled with PEPRA employees, which substantially decreases the employer's pension contribution expense.

After accounting for additional transfers to the Recreation fund as mentioned below and the budget deficit which was anticipated before COVID-19, the General Fund is in a projected deficit position of \$2.85 million for the fiscal year ending June 30, 2020. This loss will be absorbed by available one-time funds from the prior year in addition to the cost saving measures noted above. Unfortunately, this is insufficient to balance the budget, so staff regrettably recommends the use of emergency reserves.

General fund	6/30/2020
Projected net losses as of June 30, 2020	\$ 2,854,029
Use of One-time funds available from prior years	(2,132,487)
Use of emergency reserve funds	(721,542)
Adjusted losses as of June 30, 2020	\$ -

The use of \$721,542 from the City's emergency reserve fund reduces the reserve percentage to 9% of originally budgeted expenditures. The General Fund Reserve Policy adopted on November 3, 2014 asks for the reserve to be at a ten percent minimum.

Other Funds

The impacts of COVID-19 have caused a revenue strain on several of the City's other funds such as the General Plan Special Revenue Fund, the Gas Tax Fund, Child Care, and Recreation. At this point, most

funds continue to be self-sufficient by using available fund balance and/or putting a stop on non-essential projects. However, due to starting the year with no available fund balance and with having to refund fees for cancelled recreation programs while still utilizing staff for other operations such as disaster service workers, the Recreation fund will need an additional transfer of approximately \$300,000 from the General Fund. The Recreation fund receives annual contribution of approximately \$2 million each year dependent on operations.

The evaluation of other funds will continue with the year-end close. Any required adjustments will be presented to the City Council as part of the year-end update which staff will present to the City Council in September.

COVID-19 Economic Recovery Plan

When the City Council reviewed the mid-year report for FY 2019-20 on February 3, 2020, nothing indicated it would be an exceptional year and require a departure from the usual process. However, since then, the world has been faced with a public health crisis brought on by COVID-19 that led to a shelter-in-place order, which in turn shut down most economic activity world-wide.

On March 17, 2020, the City Council ratified the proclamation of a local state of emergency signed by the City Manager on March 10, 2020. The City's COVID-19 website can be [found here](#). On May 4, 2020, staff brought forward a report discussing the severe financial burdens this pandemic has created for the City, the lost revenues, recommended actions to reduce expenses and increase revenues.

On May 18, 2020, after a collaborative process that included all City departments, a COVID-19 Economic Recovery Plan (CERP) was presented to the City Council for consideration, feedback and acceptance of the informational report. The purpose of the CERP is to communicate how the City plans to economically recover from this public health and subsequent financial crisis.

In a typical year, staff would present the City's Goals and Objectives for the next fiscal year along with the proposed fiscal year budget. However, the CERP is currently serving as our goals and objectives, which gives staff time to continue assessing the impact of COVID-19 on the City's revenues. This additional time will allow staff to evaluate the further expense reductions necessary, which informs if additional reductions in services and/or staff are needed to maintain a balanced budget. Staff will have the opportunity to work with the City Council and our community as these goals are developed and consider such dynamic needs such as racial justice goals, pandemic and economic recovery goals, and more.

PROPOSED FISCAL YEAR 2020-21 CITYWIDE BUDGET

HIGHLIGHTS

- ❖ **Citywide Budget:** The total proposed FY2020-21 expenditure budget for the City is \$147,750,690 (Exhibit I to the Budget Resolution). This sum reflects all funds and operations for the City, including active capital projects. The Capital Improvement Program has planned expenditures of \$23 million for the year of which staff reports will be submitted for major projects. Appropriations are supported by FY2020-21 revenue and other sources projected at \$130,036,310 as well as by fund balances retained from previous periods for capital projects.
- ❖ **General Fund Budget:** The proposed General Fund expenditure budget comprises \$81,581,228 for operations which includes reductions of approximately \$6.7 million are supported by revenues, transfers in, and reserves, projected at \$79,398,300, resulting in a deficit before allocations of

\$2,182,928. The deficit is planned to be absorbed by an additional allocation from the emergency reserve of \$2,182,928, as we recover from the COVID-19 pandemic and resulting economic shut-down. (Exhibit II to the Budget Resolution).

- ❖ **State Budget Impacts:** On May 14, 2020, Governor Gavin Newsom signed the May revision to the FY 2020-21 state budget, which totals approximately \$203 billion in spending. The May revision saw nearly \$20 billion pared down from the January proposal in light of the COVID-19 pandemic. City staff will look for any opportunities to pursue additional assistance and available funding.
 - Housing: The May Revision proposes to expend \$331 for housing counseling and mortgage assistance and renter legal aid and maintains the \$500 million in low-income housing state tax credits from the Governor's previous budget in January. Significant reversions of funding include \$250 million in mixed-income development funds, \$200 million in infill infrastructure grant funds, and \$115 in other housing program funds.
 - Homelessness: The May Revision proposes \$750 million in federal funding to purchase hotels and motels secured through Project Room Key, to be owned and operated by local governments or non-profits providers.
 - Transportation: Although fuel tax revenues used to fund transportation project are expected to decline by \$1.8 billion over the next five years, the May Revision maintains planning and engineering staffing levels continue work on previously programmed projects and support preparedness for stimulus funding.
 - Emergency Preparedness and Response: The budget includes \$127 million to enhance the state's capacity to respond to natural disasters, including wildfires. Of this total \$38.2 million is proposed for the California Disaster Assistance Act to be used to repair, restore, or replace public real property damaged or destroyed by a disaster. The California Public Utilities Commission is set to receive \$30 million in an effort to combat risk of utility-caused wildfires.
 - Environmental Quality: The Revision includes a cut to the climate catalyst fund, a four-year \$1 billion revolving loan program proposed in the January budget intended to seed recycling, low-carbon transportation and climate-smart agriculture products. The revision also eliminates the proposal of a Climate Resilience Bond that was previously included as part of the January budget. The bond was meant to support investments over the next five years to reduce specific climate risks across California through long-term investment in natural and built infrastructure. Funding for the Natural Resources Agency and the Environmental Protection Agency was largely preserved. The \$965 million Cap and Trade expenditure plan was also preserved, however, given the uncertainty surrounding proceeds generated at auction due to the significant decrease in emissions, a pay-as-you-go mechanism was established.
 - Community Services: As may be expected, Community Services was the recipient of numerous cuts or eliminations in the revised budget. The Department of Parks and Recreation is facing \$30 million in budget cuts in fiscal 2021-22 and after.
 - Public Safety: To meet the immediate needs of local law enforcement training the May Revision proposes to use \$10 million to create a distance learning grant program, increase the functionality of the Police Officer Standards and Training Learning Portal, and upgrade previously produced and developed distance learning courses.
 - COVID-19: \$450 million in CARES act funding is proposed to be allocated to cities to be used toward homelessness, public health, public safety, and other services to address the COVID-19 pandemic. The State Senate and Assembly continue to release budget proposal details to increase this amount. At this time, The City of San Rafael could receive up to \$600,000 of funding for qualified expenses. The State has allocated the funds that

cities are eligible for to counties, therefore the County of Marin will evaluate the City's reimbursement request and determine how much funding the City receives.

General Fund

The City's General Fund accounts for most of the major services to residents and businesses (such as police, fire suppression and prevention, planning, building, library, parks, streets, engineering, traffic enforcement and management, and cultural programs). The General Fund operating-related appropriations for FY 2020-21 total approximately \$81.6 million. These appropriations comprise \$79.6 million of operating expenditures and \$2 million of transfers to Community Services in support of the Recreation Fund.

The appropriations are supported by \$75.5 million in projected revenues and \$3.9 million of transfers from other funds. The transfers include \$1.1 million from the 2018 Lease Revenue Bond proceeds that will be used to pay interest on the Bonds from the General Fund; \$1.6 million reimbursement from Gas Tax for support of street maintenance salaries; \$0.7 million from the Employee Retirement internal service fund for debt service on the outstanding pension obligation bonds; and \$0.5 million from the Parking Services Enterprise Fund for administrative support.

The following table (Figure 1) summarizes the detailed information provided in Exhibit II of the Resolution (Attachment 2) and presents the proposed FY 2020-21 budget with a comparison to the approved FY 2019-20 budget.

Revenues available for operations are projected to be \$5 million, or 6.2% lower than those of the FY 2019-20 year. Most notably, property tax revenues increased by over 4%, or \$861,000 while sales and use tax, hit the hardest by the COVID-19 pandemic, decreased by over 15% or \$5.2 million dollars.

Expenditures are projected to decrease by a net \$1.8 million, or 2.4% over those of the FY 2019-20 approved budget. City-wide, departments actively worked to reduce expenses for the FY 2020-21 budget, while creatively working towards redesigning services to be able to deliver them more efficiently. Decreases to the FY 2020-21 expense budget include approximately \$700,000 in furloughs, \$1.4 million in frozen positions, \$586,000 due to the Voluntary Retirement Separation Program, and other reductions and transfers in of approximately \$4 million.

As part of the reductions of \$4 million, \$1.2 million was transferred in to the General Fund from the Gas Tax Fund to support salaries of those employees performing street and road maintenance and repairs. This shows up as a resource which offsets the salary expense so the reduction in the expenditure line is not visible, thus only showing a change from previous year of \$1.8 million but represents a change of \$3 million. Additionally, the gross reductions of approximately \$5.4 million were offset by expense increases such as agreed to salary increases for certain bargaining units that extended their contract prior to the COVID-19 events, an increase in the pension expense based on MCERA's updated contribution rates, one-time project costs of offset by grant revenues for Community Development, cost of living increases for non-personnel expenditures and other operating expenses as part of doing business.

Not only did the City have to balance the budget by using emergency reserve funds of \$2.2 million, but there are several City goals that remain unfunded. Most notably, building maintenance of city-owned property, below ground infrastructure, general unfunded liability for pension and health, and new initiatives.

Figure 1

General Fund	Approved FY 2019-20	Proposed FY 2020-21	\$ change from previous year	% change from previous year
Revenues	\$ 80,482,912	\$ 75,483,680	\$ (4,999,232)	-6.2%
Transfers in	4,701,350	3,914,620		
Total Resources	\$ 85,184,262	\$ 79,398,300	\$ (5,785,962)	-6.8%
Expenditures	\$ 76,357,589	\$ 74,557,667	\$ (1,799,922)	-2.4%
Debt Service	2,954,224	5,023,561	\$ 2,069,337	70.0%
Transfers out – operating	2,059,439	2,000,000		
Total Operating Uses	\$ 81,371,252	\$ 81,581,228	\$ 209,976	0.3%
Capital Transfers (Measure E for Essential Public Facilities)	\$ 4,077,000	\$ -		
Net Loss before Allocations	\$ (263,990)	\$ (2,182,928)		
Use of one-time funds	263,990	-		
Net Loss After Use of One- Time Funds	\$ -	\$ (2,182,928)		
Use of emergency reserve funds	-	2,182,928		
Net Loss After Use of Emergency Reserve	\$ -	\$ -		

Revenue Trends and Assumptions:

Sales and Transaction & Use Tax:

In March, staff began analyzing the City's financial situation based on the Shelter-in-Place Order. The swift reaction by consumers and businesses to the COVID-19 public health crisis has caused a massive decrease in spending of goods and services. Staff has been working with our financial consultant (HDL) to better understand what to expect for sales and use tax revenue losses and assumptions on when we can expect to see these revenues return to normal. HDL has advised the City that both sales and Measure E tax projections will experience a recessionary impact from the Coronavirus pandemic. HDL's Consensus Forecast modeled sales tax impacts based on our analysis of previous recessions plus a review of industry, economist, and news reports. HDL modified percentages to reflect the tax retailer business base specifically for the City of San Rafael. Business-level sales tax data from the State

reflecting the first weeks of this crisis arrives at the end of May; however, data reflecting the April-June impacts will not be available until August.

With the assistance of HDL, recurring sales tax revenues are estimated to fall from \$21.8 million as originally projected in the FY 2019-20 budget, to \$18.7 million in FY 2020-21, a reduction of \$3.1M. Sales taxes account for about 25% of the City's General Fund revenues.

Revenues from the Transactions & Use tax (Measure E), which applies to most local retail sales, are estimated to fall from \$12.2 million as originally projected in the FY 2019-20 budget, to \$10.1 million in FY 2020-21, a reduction of \$2.1M. One-third of these funds are allocated to service debt related to the 2018 Lease Revenue Bonds. Measure E revenues account for about 13% of the City's General Fund revenues.

Property Tax:

Property taxes are one revenue stream that is projected to not be affected by the COVID-19 pandemic in the coming year with a projected increase of 4.4% over prior year or \$26.1 million. Property tax makes up 35% of the City's General Fund revenues.

Other General Fund Revenues:

Other revenues (including business tax, transient occupancy tax, development fees, permits, and charges for services) are expected to experience a decrease of 6% when compared to the prior year's budget. These revenues account for 27% of the City's General Fund revenues.

Expenditure Trends and Assumptions:

As detailed in the CERP and on page 6 of this report, The City's immediate response to the economic downturn was to implement a variety of measures to reduce expenses and City staff have also identified additional cost-savings opportunities to be implemented over the coming months. The projected expense reductions related to these measures include:

- Furloughs/Mandatory Time Off Work (MTO) for Non-Public Safety Employees - \$700,000
- Voluntary Retirement Separation Program - \$586,000
- 14 frozen positions - \$1,400,000
- Additional department reductions to be implemented over the coming months - \$4,000,000

The projected expense reductions total \$6,686,000 and all have been incorporated into the proposed FY 2020-21 budget.

The savings from furloughs, voluntary programs, and the 14 frozen positions have been confirmed and department reductions of an additional \$4 million are still needed and as mentioned above, have been incorporated into the proposed FY 2020-21 budget. Staff continues to assess departmental reductions to ensure they align with community needs, priorities, and programs to the best of our ability. Even with all the cost reduction measures taken thus far, FY 2020-21 is still projected to have a deficit of \$2.2 million, which will need to be covered by using emergency reserves.

While the recommended actions for this staff report do not include layoffs, further positions eliminations, including layoffs may be brought forward for your consideration at subsequent Council meeting(s).

As the City continues its efforts in decreasing expenses, it continues to collaborate with the County and all Marin cities and towns to evaluate opportunities for savings through partnerships, shared services, and/or other consolidation efforts. See Attachment 3 for a listing of the City of San Rafael's shared services with other governmental agencies as of June 2020.

As noted on page 6, while several cost saving measures have been set in place, there are also new expenses. Most notably, increases in compensation based on collective bargaining contract commitments, an increase in the pension expense based on MCERA's updated contribution rates, and an increase in debt service as the Public Safety Center is expected to be placed in service sometime in the fall. Pension expenses represent approximately 15% of total city-wide expenditures and approximately 20% of general fund expenditures, or \$16.3 million.

Capital Spending and Other Funds

Capital Improvement Program (CIP)

The CIP is a multi-year planning tool used to identify and implement the City's capital needs over the upcoming 3-year period: FY 2020-21 through FY 2021-23. The CIP document summarizes the City's planned capital and infrastructure improvement projects, including their funding sources, and prioritizes projects after analysis and coordination with other City departments in order to ensure that all department needs are represented. New to the CIP development process this year was the creation of a working group consisting of staff from various City departments. The working group met to discuss proposed projects and rank them based on the following criteria: 1) health/safety/liability; 2) priority initiatives/City goals; 3) time sensitive funds; and 4) maintain/enhance functionality. Furthermore, these four criteria were all weighted, with the category of health/safety/liability worth 35% of the overall points available. The CIP is intended to provide a comprehensive three-year project list for the City's known capital and infrastructure needs.

The general categories within the CIP are as follows:

- **City-Owned Properties:** City facilities including buildings, parking garages and lots
- **Drainage:** Stormwater systems including roadway drainage and the City's 12 stormwater pump stations
- **Parks:** Park infrastructure and facilities including playgrounds, recreation equipment, and restrooms
- **Streets/Transportation:** Roadway improvements including construction, resurfacing, and maintenance of existing bicycle and pedestrian facilities including sidewalks and bike lanes.
- **Transportation:** Transportation projects are separated out from Streets/Transportation projects. Transportation projects include traffic and signal improvements that increase traffic flow and capacity, as well as any circulation improvements that expand bicycle/pedestrian thoroughfare beyond the existing facilities in place. For example, new multi-use pathways and the expansion of existing sidewalk.

On May 18, 2020, Public Works presented the preliminary three-year CIP for Fiscal Year (FY) 2020-21 through FY 2022-23 for discussion and review by the City Council. The purpose of this presentation was

to provide the community members and the City Council an opportunity to participate in reviewing and sharing feedback relating to the CIP.

CIP Active Projects: Active projects are separated from the rest of the CIP project list since they are fully funded with prior year funds, and construction or design may be fully underway. A total of 15 projects are listed as Active in the CIP, including:

- Essential Facilities: Public Safety Center
- Sea level rise vulnerability study
- San Quentin pump station reconstruction (design)
- Pickleweed Park and Schoen Park improvements
- Shoreline Park restroom
- Street resurfacing FY 2018-19
- NB 101 offramp-second right turn lane (design)
- Second and Third Street queue cutters

Major new projects identified in the FY 2020-21 to FY 2022-23 CIP include:

- Third Street Safety Improvements Project
- Francisco Blvd West Multi-use Pathway Phase II Project
- Schoen Park Modifications
- Canal Neighborhood Pedestrian Improvements
- Woodland Avenue Retaining Wall
- San Rafael High School Crosswalk Improvements
- Southern Heights Blvd at Courtright Rd Retaining Wall
- Park and Recreation Master Plan
- Fifth Avenue and Garden Parking Lot Resurfacing
- City Hall Council Chambers Accessibility and Security Improvements

There are currently twelve major annual funding sources for the CIP:

Figure 2

Fund #	Fund Name	Description
205	Stormwater Fund	Established to fund stormwater maintenance, programs, and improvements throughout the City. Fund #205 receives annual revenues from the City's Stormwater Activity fee (Municipal Code Chapter 9.40).
206	Gas Tax; Measure AA; Senate Bill 1 Funds	The Gas Tax is revenue collected and subsequently distributed by the State of California based on a percentage tax on each gallon of gas purchased in San Rafael. Gas Tax may be used for capital projects or maintenance on local streets, roads, traffic, and bicycle/pedestrian facilities. Additionally, local sales tax, passed by voters in 2018 as Measure AA, contributes to a portion of this fund for roadway improvement projects.
208	Childcare Fund	Projects identified in the CIP as utilizing Childcare Funds are restricted to facility improvements at the City's childcare centers.

235	Baypoint Lagoon Assessment District	The Baypoint Lagoons Lighting and Landscape District was formed to protect and enhance wildlife habitat and water quality in Baypoint (Spinnaker) Lagoon and the adjacent diked salt marsh.
236	Loch Lomond Assessment District	The Loch Lomond (Melo-Roos) Assessment District was established in 1992 to pay for the repair and maintenance of the stormwater system infrastructure in the District.
240	Parkland Dedication	This fund was established to account for long-term developer deposits used to acquire and increase capacity of the City's park infrastructure.
241	Measure A	Measure A is a nine-year ¼ percent transactions and use tax managed by the County of Marin. The tax is restricted to care for parks and open spaces. The Department of Library and Recreation, in consultation with the Parks and Recreation Commission, provides input each year as to which parks projects should be prioritized to receive Measure A funding.
246	Traffic Mitigation Fee	Traffic Mitigation Fees are an impact fee charged to a developer in connection with the approval of a private land development project with the purpose of offsetting or subsidizing public improvements made necessary by the private development. The City utilizes Traffic Mitigation Fees for circulation-related projects identified in the General Plan.
420	Measure E	Measure E was passed by San Rafael voters in November 2013 extending an existing 0.5% sales tax for 20 years and adding 0.25% (25 cents on a \$100 purchase). In February 2014, the City Council directed staff to set aside the revenues from the added quarter percent to fund public safety facilities improvements.
501	Parking Services	Projects identified in the CIP as utilizing Parking Services Funds are restricted to parking-related projects, including maintenance and upgrades at City parking garages and parking lots.
603	Building Maintenance	The Building Maintenance Fund supports routine maintenance and capital projects associated with the City's buildings, parks and other facilities. The Building Maintenance Fund is an internal revenue fund, which means General Fund monies are the sole source of revenue.
	Grants (various)	The City actively seeks grant funding for capital projects and programs. Grant funding is available from regional, state, and federal agencies for safety, transportation, emergency response, and other types of projects.

While several CIP projects are grant-funded, most are not and are paid for through Funds 205 (Stormwater), 206 (Gas Tax), 246 (Traffic Mitigation), and 603 (Building Maintenance). Within each fund type is an Operating Budget which consists of expenses related to maintenance of infrastructure, equipment purchasing, miscellaneous contractual services, Annual Programs, and other non-project related work. Additionally, after deducting the Operating Budget from the total available funding in each fund type, staff allocated a 15-percent contingency of the remaining funds to provide a buffer for

unanticipated expenses which may arise mid-year.

The public health state of emergency due to the COVID-19 pandemic has created severe financial burdens for the City, its residents and businesses. Inevitably, this economic downturn is resulting in a dramatic reduction of the City's revenues, impacting CIP funding revenues in Funds 206 (Gas Tax), 208 (Childcare), 241 (Measure A-Parks), and 501 (Parking Services). The proposed projects in this year's CIP represent those projects staff can deliver based on revenue assumptions at this time, including known projected reductions. Staff plan to track revenues throughout the fiscal year to determine if additional reductions in project budgets are necessary.

As has been noted in prior year CIPs, the long-term capital and infrastructure improvement needs for City-owned property, parks, and drainage far exceed the available revenues each year. Therefore, a considerable number of projects are identified as real capital and infrastructure needs (and maintained on the CIP project list) but are categorized as "Unfunded".

Historically, staff transfers \$400,000 each year from the Gas Tax to the General Fund to support personnel related costs of Streets Maintenance staff, which we propose to do again this year. Personnel costs of employees performing street and road maintenance and repairs total over \$2M annually in the General Fund and are an allowable use of State gas tax monies. Due to the economic uncertainty caused by the COVID-19 virus and need for additional General Fund support, staff propose an additional one-time transfer of \$1,246,000 to the General Fund to more fully support personnel costs for street maintenance crews supporting Gas Tax projects above and beyond the annual \$400,000 contribution.

The complete, final draft of the CIP is attached to this report (Attachment 3).

Capital Project Funds

These funds are dedicated to the tracking and reporting of capital projects. The most significant capital project activity is the Public Safety Essential Facilities program, for which there are active projects associated with the construction of the new Public Safety Center and the rehabilitation of Fire Stations 54 and 55. This project has been funded from the following sources: (1) direct use of designated Measure E general tax funds; (2) Lease Revenue Bonds, Series 2018, which will be repaid from designated Measure E general tax funds; and (3) allocations from the paramedic tax used to fund capital projects. In FY 2020-21, the City expects to spend approximately \$8.4 million in construction costs in support of this program's completion.

Special Revenue and Grant Funds

These funds have restricted uses, based on their respective sources. One significant fund in this group is the Emergency Medical Services/Paramedic Fund (EMS), which was presented to the City Council on June 1, 2020. The fund has planned expenditures of \$8.1 million for the upcoming fiscal year, of which \$5.1 million, or 63%, comes from the Paramedic Tax. The balance of the funding of this activity comes primarily from third-party recovery for emergency medical response and transport services. The spending plan requires no change in the level of support from taxpayers in San Rafael, County Services Area #13, and County Services Area #19, and Marinwood Community Services District.

The EMS fund is projected to retain \$814,298 in unallocated fund balance on June 30, 2021. This balance serves as an operational reserve equal to ten percent of expenditures. Funds not needed for the operations reserve are used to fund capital improvements that directly support the delivery of emergency medical transport services (e.g., Phase II essential public facilities projects, such as Fire Stations 54 and 55).

The City's Cannabis Business Tax is also reported in a special revenue fund. San Rafael has several licensees in active commerce. The City anticipates the receipt of \$300,000 in excise tax revenues for the FY 2020-21 year in which the fund will incur \$300,000 in qualifying expenses. The program is expected to generate revenues of approximately \$375,000 as it is forecasted to generate associated sales tax and licensing fees of \$75,000 received by the general fund.

The Measure A Open Space Program is in its eighth year. Funding for this activity is primarily provided by a nine-year, county-wide sales tax that is managed by the County of Marin, with the City providing discretionary contributions as needed. The focus for FY 2020-21, for which \$365.5 thousand in revenues is projected, remains on park capital improvements and open-space enjoyment and safety. The FY 2020-21 Measure A – Open Space Workplan was presented and approved separately at the City Council meeting of May 18, 2020.

Measure D, the successor Library parcel tax to Measure C, is entering its fourth year. This special revenue source has successfully expanded service levels, relative to those established under Measure C (previous Library parcel tax). The purpose of the tax is to “augment the capacity of the City of San Rafael to provide quality library services to its residents.” Measure D provides for expanded book and periodical purchases, including e-books; funds events and classes for all ages, and provides for supplementary technology supplies. Capital reserves were established under Measure C (previous Library parcel tax) for facility-related uses.

The Recreation and Childcare Funds are anticipating spending plans of \$3.9 million and \$4.7 million, respectively. As a result of the financial burden caused by COVID-19, it is assumed these programs will come in under budget in both revenues and expenses. As this point, the target is moving too rapidly for staff to make an accurate prediction on either. Staff will be updating Council on the activity of these funds over the next several months.

Voter approved Measure C, will fund the Marin County Wildfire Prevention Authority for ten years, starting with its first full year of operations in FY 2020-2021. An estimated \$4.56 million will be allocated to the City of San Rafael annually. This funding cannot be supplanted with current and ongoing expenditures used for wildfire prevention and this funding will be used to provide new, improved, and expedited services for the prevention of wildfire. During the first year of operations, while the tax is being collected and distributed to each agency, the City will dry fund approximately \$900,000 to support coordinated wildfire prevention including early detection, warning and alerts; reducing vegetation; ensuring defensible space around homes, neighborhoods and critical infrastructure; and improving disaster evacuation routes/procedures.

Other significant funds in this category include Gas Tax and Storm Water Funds. The spending plans for these funds were developed in conjunction with the Capital Improvement Program described previously.

Parking Fund

The Parking Fund is a self-sustaining enterprise fund whose revenues are dedicated to parking services. Currently, parking operations are funded via parking fees and fines, and fund balance is the only resource with which to cover capital improvements. The parking structures and lots have deferred maintenance issues that will need to be addressed in the coming years. In 2014, the Public Works Department engaged an engineering firm to evaluate current conditions of the garage structures and provide recommendations for repair and maintenance items. The study determined that the four city-owned structures (3rd/Lootens,

3rd/A, 3rd/C, 5th/C parking structures) require significant structural repairs due to deferred maintenance. The FY 2020-21 operating budget for this fund is \$5.1 million, inclusive of operating transfers.

Internal Service Funds and Capital Replacement Funds

These funds are used to manage services that are delivered within the organization. For example, computer replacement, employee benefits, workers compensation, general liability and vehicle replacement are funded via internal charges to the funds that utilize these respective services. These funds have sufficient resources to support services for FY 2020-21. The technology internal service fund and capital replacement funds remain underfunded with respect to the City's anticipated long-term needs.

Successor Agency

Prior to the state-initiated dissolution of the Redevelopment Agency in January 2012, the City Council met as the Redevelopment Agency and approved its annual budget as part of the citywide budget process. Under the current legislation, the Successor Agency is not required to prepare an annual budget. Funding for the Successor Agency follows a different process specified in the new law: funding must be approved by the Successor Agency's Oversight Board and the California Department of Finance for six-month periods. The economic development-related functions of the former Redevelopment Agency have been fully transferred to the City Manager's Office. The San Rafael Successor Agency Oversight Board has approved allowable administrative expenses of \$144,000 in FY 2020-21 for City staff time and other costs associated with the dissolution of the former Redevelopment Agency, although this amount is expected to be reduced, and eventually eliminated, in future years. The Successor Agency reimburses the General Fund \$190,443 per year under a repayment plan for the unfunded pension obligations of former Redevelopment Agency employees.

Status of Pension Funding

The City's [Pension Funding Policy](#) requires that the Finance Director and City Manager report on the status of pension funding as part of the annual budget adoption process.

The most recent pension actuarial valuation was prepared as of June 30, 2019 and approved by the MCERA Board on February 4, 2020. This valuation was used to determine the contribution rates for FY 2020-21. The composite rate for the City of San Rafael will be 60.77 percent, a 6 percent increase from the current rate of 57.67 percent. The budgeted pension contribution for FY 2020-21 provides full funding for the required contribution. The valuation also reported an unfunded actuarial liability of \$137.2 million for the City, representing a funded ratio of 77.3%.

MCERA's investment target (discount rate) is 7.00%. The City has dedicated a portion of its employee retirement reserve to buffer the impact of unexpected increases. This reserve, which currently totals \$2.7 million, is also used to accumulate payments for debt service on the \$4.5 million pension obligation bonds issued in 2010; and for optional, supplementary payments to MCERA.

Status of Other Postemployment Benefit (OPEB) Funding (Retiree Healthcare)

The City's OPEB Funding Policy was adopted on [September 18, 2017](#). The Policy cites the City's goal of fully funding the Actuarially Determined Contribution (ADC) each year. The budgeted OPEB contribution for FY 2019-20 provides full funding for the required contribution. The contribution is based

on an investment target (discount rate) of 6.75%. The most recent actuarial valuation, as of June 30, 2019, reports \$21.8 million in plan assets offset by \$48.3 million in actuarially accrued liabilities, leaving an unfunded actuarial liability of \$26.5 million. The City's ADC for FY 2020-21 is \$3.0 million.

Citywide Summary

The following table summarizes the appropriations found in Exhibit I of the Resolution (Attachment 2), which provides the schedule of consolidated fund activities for FY 2020-21:

Figure 3

The funds listed in Figure 3 below, except for the General Fund, are all restricted in nature based on the explanations starting at page 9 of this report.

Fund	Projected Balance July 1, 2020	Sources (Revenues and Transfers)	Uses (Expenditures and Transfers)	Projected Balance June 30, 2021
General Fund	\$ (721,542)	\$ 79,398,300	\$ 81,581,228	\$ (2,904,470)
General Plan	1,359,111	776,956	1,464,130	671,937
Special Revenue/Grant/Trust	16,279,889	27,484,518	32,877,061	10,887,346
Enterprise (Parking)	2,079,136	5,076,525	5,072,452	2,083,209
Internal Service/Capital Replacement	8,444,373	16,657,617	17,238,594	7,863,396
Assessment Districts	474,033	-	-	474,033
Misc Capital Project Funds	11,380,954	642,394	9,517,225	2,506,123
Adj for ISF Charges/Transfers	-	(19,806,777)	(19,806,777)	-
Total City-Wide Totals	\$ 39,295,954	\$ 110,229,533	\$ 127,943,913	\$ 21,581,574

Under the proposed FY 2020-21 budget, all funds other than the General Fund are projected to have a positive fund balance as of July 1, 2020, as well as at June 30, 2021.

General Fund Balance and Reserves

As of July 1, 2020, the General Fund is projected to have a negative fund balance of \$721,542 after exhausting all one-time funds available from prior years. Similarly, with projected losses of approximately \$2.2 million for FY 2020-21, the cumulative general fund negative balance is \$2,904,470 as of June 30, 2021.

General fund	Net needs
Projected net needs as of June 30, 2020	\$ (721,542)
Projected net needs as of June 30, 2021	(2,182,928)
Cumulative net needs through June 30, 2021	\$ (2,904,470)
Use of emergency reserve funds through June 30, 2021	\$ 2,904,470

To date, General Fund Emergency Reserves are \$7.9 million. Staff propose allocating \$2,904,470 of emergency reserves to address the general fund deficit spanning both fiscal years. If approved, this will leave a balance of \$4,995,530 million, or 6.3% of General Fund budgeted expenditures.

When the CERP was presented on May 18th, \$3.6 of emergency reserves was estimated at that time for what would be needed to fund the budget deficits. Fortunately, the combination of an unexpected increase in ERAF payments from the State and a reduction in projected overtime costs in FY 2019-20, resulted in a reduction in the amount of emergency reserves needed at this time.

GANN APPROPRIATIONS LIMIT

The Appropriations Limit for each year is based on the prior year Appropriations Limit, adjusted by factors that incorporate changes in cost of living and population. For FY 2020-21, the City is using a 3.73 percent increase in California's per capita personal income from January 1, 2019 to January 1, 2020 (this figure is provided by the California Department of Finance). For the change in population, the City is using negative 0.60 percent – representing the change in population for Marin County, which is higher than San Rafael's figure of negative 0.66 percent for the period January 1, 2019 to January 1, 2020 (provided by the State of California Department of Finance).

The attached resolution (Attachment 5) establishes the new Appropriations Limit for FY 2020-21, which has been calculated to be \$143,208,909 (Exhibit A to the resolution). The actual budget subject to the limitation excludes self-supporting funds, capital improvement funds, capital outlay grant funds, and specific exclusions such as the Gas Tax Fund. The FY 2020-21 appropriations subject to the GANN Limit is \$73,554,079 (Exhibit B to the resolution). Therefore, the portion of the City's budget appropriation that is restricted by the GANN limit is \$69,654,830 under the legal limit.

STAFFING

Fiscal Year 2019-20

The City's current approved level of staffing for FY 2019-20 is 405.23 FTE (full-time equivalent), which is 9 percent below the peak of 445 FTE that was supported in FY 2007-08. The erosion of staffing levels has significantly reduced the City's organizational capacity and impedes the City's ability to proactively manage emerging issues, or to insure consistent continuity of services. The management team has considered the impact of the severe restructuring on the City's ability to effectively and sustainably deliver services upon which the residents depend and continues to explore and implement strategies to fulfill the community's expectations.

During FY 2019-20, the Police Department identified a need to support the community by adding two positions to the department:

1. School Resource Officer (fully grant funded)
 2. Open Space Ranger (fully funded by Measure C)
-
1. School Resource Officer. To support the cost of the School Resource Officer position, the City's Police Department entered into discussions with the San Rafael City School Superintendent (SRCS) to explore funding sources and identified a grant option supported by State funding. The application for this three-year grant was submitted, and accepted, thereby enabling the City to move forward with recruitment efforts for this School Resource Officer position. The grant amount for the first year is \$175,515, followed by \$179,025 and \$188,066 for the next two years. Prior to the grant expiring, the SRCS plans to apply for a grant renewal for an additional two years. If the grant is unable to be extended, or the

department cannot pay for the ongoing costs, the position may be eliminated in the future. Therefore, there is no current, or ongoing fiscal impact for this new position.

2. Open Space Ranger. In March 2020, voters passed Measure C, the Marin Wildfire Prevention Measure. As a member of the Marin Wildfire Prevention Authority, the City is entitled to use proceeds from the tax for new eligible activities and services. The annual cost of the Open Space Ranger position is approximately \$176,248 per year, which is supported by Measure C proceeds.

Lastly, staff recommends a reduction of 1.5 FTE as part of the proposed changes to the City's staffing levels for FY 2019-20. These are the elimination of a .80 FTE fixed term Evidence Technician for the police department and a 0.70 FTE Network Support Technician in Digital Services and Open Government.

In summary, the FY 2019-20 personnel proposal ends with 405.73 full-time employees, which is an increase of 0.5 FTE with no additive fiscal impact. This recommended proposal of 405.73 FTE will roll into FY 2020-21.

Fiscal Year 2020-21

For FY 2020-21, all departments are focused on finding ways to maximize the capacity of our current staff by re-examining the way that our teams are currently organized, and by creatively implementing process improvements cross departmentally. This is especially important as 14 vacant positions have been frozen and an additional 11 positions were approved as part of the Voluntary Retirement Separation Program.

The City accepted 11 early retirement applications, which resulted in a net savings of approximately \$586,000. This estimate assumes that all applicants do not revoke their interest within the revocation period available to them, which will end on July 27th, 2020. The Police Sergeant and Police Call Taker are deemed essential due to their public safety affiliation and will be rehired at a lower total compensation amount because they are PEPRAs replacing Classic employees, therefore there will still be associated savings.

The final list of accepted applications corresponds to the positions listed below:

Position
Administrative Assistant III
Events Coordinator
Police Sergeant
Senior Associate Engineer
Child Care Director
Code Enforcement Official III
Dispatcher
Police Call Taker
Child Care Instructor
Parking Operations Supervisor
Parking Attendent

Furloughs

The City's labor negotiations team also implemented a city-wide mandatory furlough, as described in the non-public safety collective bargaining agreements. represented and unrepresented groups will be participating in this mandatory furlough starting the new fiscal year. By bargaining group, the percentage of wage reductions for FY 2020-21 will be as follows:

1. WCE Bargaining Group – 3%
2. Local 1 Confidential Bargaining Group – 3%
3. SEIU Bargaining Group – 5%
4. Unrepresented Groups – 5%
5. City Council – 5%

The total anticipated savings for the city-wide mandatory furloughs is approximately \$700,000. The total anticipated savings for both the Voluntary and Mandatory Programs is approximately \$1,286,000.

The history and detail for the 405.73 FTE/positions being proposed for FY 2020-21 are presented in Exhibit III of the resolution (Attachment 2). Accompanying Exhibit III are the salary schedules for all bargaining groups which have been updated to reflect their respective compensation increases if any and all agreed upon furlough percentage decreases. However, it is important to note that of the authorized positions of 405.73 FTE, 23 are to remain unfunded unless it can be substantiated the position is essential or there are additional funds to cover it, leaving the City with a workforce of 382.73 FTE.

FISCAL IMPACT: By approving the resolutions as presented, the City Council is authorizing the levels of expenditures, within funds, for FY 2020-21. The proposed budgets reflect all assumptions outlined and incorporate direction received from the City Council and City Council Finance Subcommittee. The City is also adopting the GANN Appropriations Limit which confirms that the budgeted expenditures are within legal limits.

The FY 2020-21 Budget Resolution also provides for the “roll-over” of unspent capital project funds from FY 2019-20 for projects that will not be completed by June 30, 2020. Capital project spending occurs each year by appropriating accumulated funds (e.g., gas tax, traffic mitigation, etc.), in addition to new revenue sources. By carrying over the unspent portion of a project's budget into the subsequent year, capital project budget performance is easier to track because the same budget authority is not duplicated for unspent funds. This also makes it easier to match budgeted and actual expenditures.

Similarly, the budget resolution (Attachment 2) provides for the “roll-over” of active purchase orders that will not be completed by year-end. This provides for operational continuity and avoids having to re-budget expenditures that were previously authorized.

OPTIONS: The City Council can choose to either:

- (1) Accept the report, recommendations and resolutions as presented; or
- (2) Make modifications to the recommendations and/or resolutions.

RECOMMENDATION: Accept the report and:

1. Adopt the Resolution Approving the Citywide Budget and Capital Improvement Program for the Fiscal Year 2020-2021 and Providing for the Appropriations and Expenditure of All Sums Set Forth in the Budget

2. Adopt the Resolution Approving Fiscal Year 2020-2021 Gann Appropriations

ATTACHMENTS:

1. COVID-19 Economic Recovery Plan
2. Resolution Approving the Citywide Budget and Capital Improvement Program for the Fiscal Year 2020-2021 and Providing for the Appropriations and Expenditure of All Sums Set Forth in the Budget, and Exhibits I, II, III (Budget and Personnel Actions)
3. Shared Services with Other Governmental Agencies
4. Capital Improvement Program: FY 2020-21 through 2022-23
5. Resolution Approving Fiscal Year 2020-2021 Gann Appropriations Limit, and Exhibits A and B

Cover Page

Attachment 1. – COVID-19 Economic Recovery Plan

COVID-19 ECONOMIC RECOVERY PLAN



JUNE 2020

PURPOSE

The goal of the COVID-19 Economic Recovery Plan (CERP) is to communicate to San Rafael's residents, businesses, elected officials, and the City workforce how the City plans to economically recover from this public health and subsequent financial crisis. We must respond with urgency to preserve the vitality of our City and remain resilient during these unprecedented times by controlling costs and finding innovative ways to create new revenues.

This CERP describes the strategies the City has already taken to address the economic impacts of the COVID-19 Shelter in Place (SIP) orders on the City of San Rafael, both as a provider of critical government services and as a community. Additionally, it forecasts additional strategies to reduce expenses, increase revenues, and enhance the economic vitality of our City.

The CERP also outlines our work plan to reopen and reinvigorate local businesses and the economy of San Rafael.

EMERGENCY MANAGEMENT RESPONSE TO COVID-19

To better coordinate our response to COVID-19 and the SIP orders, the City of San Rafael has been operating our remote Emergency Operations Center (EOC) since the proclamation of a Local State of Emergency on March 10, 2020. Through the EOC, City staff has been managing the logistical and operational activities behind the City's response to the pandemic, including public information communications, supporting non-profits and local businesses, and maintaining a continuity of government through innovative digital solutions in the face of disaster. The City has a [dedicated section of the City website](#) for resources and the latest information on COVID-19. Throughout the crisis, the City's public safety first responders have been there for all of us responding to calls and serving as the City's front line of defense against COVID-19.



**SAN RAFAEL IS
RESILIENT**

EXAMPLES OF SAN RAFAEL EMERGENCY OPERATIONS CENTER (EOC) EFFORTS TO DATE



Emergency Childcare Program for Essential Workers

Early in the crisis the City of San Rafael's Library and Recreation Department began providing popup childcare for healthcare workers, first responders, disaster service workers, and other essential workers working or living in the county while classroom instruction is suspended. All childcare centers are following social distancing, sanitation, and hygiene guidelines.



Support for Local Businesses

The City has partnered with the County of Marin, Chamber of Commerce, BID, and others to create a San Rafael Small Business COVID-19 Disaster Relief Fund to help businesses struggling to maintain cash flow and financial solvency during these unprecedented times. To date, over \$200,000 has been raised and over 280 grant applications were submitted. The City has also assisted businesses to interpret the Federal CARES Act and Payroll Protection Program (PPP), provided financial and legislative advocacy, maintained a directory of open businesses on the website and is playing a leadership role in the Marin Recovers reopening plan.



COVID-19 Testing and Surge Planning

The City of San Rafael Office of Emergency Services and Fire Department have worked in coordination with the County of Marin Health and Human Services in the setup of drive-thru COVID-19 testing facilities and surge planning for potential increases in patient volume.



Assistance for Our Vulnerable Communities

Staff has worked in coordination with local service providers to set up food distribution and local lodging providers to provide shelter for people who were experiencing homelessness and who are medically vulnerable or required to be in quarantine due to exposure to COVID-19. The City has also supported food banks, blood drives, and have even turned book drops into face covering donation sites. A [Neighbor to Neighbor Toolkit](#) was created to harness the superpower of neighbors helping neighbors to get through these difficult times together.



Equitable Access to Information and Services

Staff has also worked in coordination with the County of Marin and San Rafael School District to expand internet access to students and families with limited or no access. The City has developed stronger translation services for public information to ensure public safety messaging is reaching as much of our community as possible, including regular informational videos in English and Spanish.



Online Access to City Services

City staff has developed remote access to City services including a Virtual Recreation Center and an Online Library where you can participate in online story times, workshops, and live chat, or get books delivered to your doorstep. Many services are now being offered online such as remote access to building and planning permit applications.



BUDGET AND FISCAL IMPACTS OF COVID-19

In addition to the health impacts of COVID-19, the restrictions put into place through the public health order have taken an unprecedented toll on our federal, state, and local economy. Economists are predicting cities such as San Rafael who are heavily reliant on sales tax, transaction and use tax (TUT), and transient occupancy tax (TOT) will endure the hardest financial hit.

As of April 30, it is preliminarily projected that over the next 16 months, the City will experience reductions in revenue in the range of approximately \$11,790,000, which is 14% of the City's General Fund budget. The breakdown of this financial hit is as follows: 71% of the revenue reductions are due to loss of sales and TUT, 10% is attributed to TOT, 6% is attributed to business licenses and the remaining 13% is an accumulation of several smaller revenue generating sources.

While the fiscal year 2019-20 general fund budget for operating expenses was more than \$80 million, approximately \$43 million or more than 53% was for the funding of public safety operations. Although staff is recommending reductions to these operations, the majority is planned to come from the non-public safety operating budget. Theoretically, if staff was asked to make cuts of \$12 million solely in non-public safety areas, it would take closing down the libraries, eliminating all recreation activities, cutting community development services and we still would not get to the target amount.

The economic impacts of the pandemic and shelter in place orders have a direct negative impact on our local businesses and the revenues used to operate our city. To meet our financial challenges, the City is taking steps that will create a balanced budget for fiscal year 2020-21 in line with the City Council's goals and strategies. Budget development is guided by tenets such as:

- Continually assess and improve efficiency in the delivery of services.
- Manage the size and compensation of the workforce to best deliver services given our current and anticipated financial realities.
- Seek additional revenues from all sources to meet the community's expectations of a high level of service.
- Collaborate with other Marin governmental agencies to consider partnerships and/or regionalized services to leverage resources and improve efficiency.

REVENUE LOSS ESTIMATES

REVENUE ITEM	% LOSS	FY 19/20	FY 20/21	TOTAL LOSSES
Sales/Transaction & Use Tax	71%	\$4,930,000	\$3,440,00	\$8,370,000
Transient Occupancy Tax	10%	\$860,000	\$290,000	\$1,150,000
Business Licenses	6%	\$240,000	\$500,000	\$740,000
Permitting/Franchise/Investment Earnings	13%	\$1,120,000	\$410,000	\$1,530,000
Projected Revenue Losses as of 4/30/2020		\$7,150,000	\$4,640,000	\$11,790,000


PROJECTED REDUCTION OVER THE NEXT 16 MONTHS

\$11,790,000

THAT'S ROUGHLY...

 **\$24,194,338**

1/2 of our Police Department
General Fund Budget for one year

 **\$18,925,306**

2/3 of our Fire Department
General Fund Budget for one year.

 **\$12,021,259**

Our entire Department of Public Works
General Fund Budget for one year.

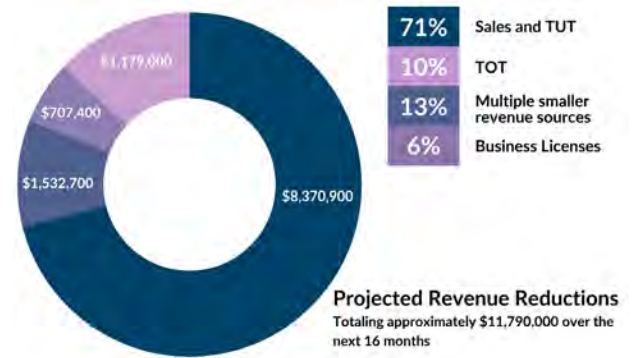
There are a number of efforts and programs that will be necessary to reduce expenses and increase revenues. In an effort to meet the revenue loss estimates, the below table lists current and potential future actions. A hiring freeze has already been instituted which would result in approximately \$1.4 million in savings annually. The City Council approved a mandatory furlough program for non-safety employees which is expected to save approximately \$700,000 for the year. This would reduce non-public safety compensation by 5%.

The City Council also approved a Voluntary Retirement Separation Program which will result in on-going salary and benefit savings to the City by not filling the vacant positions or restructuring around the vacancies. This program is expected to yield approximately \$600,000 but it is completely dependent upon the number of applications and selections.

The Council additionally approved a Voluntary Work Hours Reduction Program. This program will depend upon the number and position of the employees participating and would lower that employee's base annual pay for a period of time.

These measures will significantly help to address the projected General Fund deficit, however additional efforts will be needed including using one-time funds available from the prior year and use of the City's Emergency Reserve.

Following the Great Recession, the City has been able to build its Emergency Reserves from less than 3% to meet its policy of 10%. While a reserve figure of 15% or 20% would be optimal, the below chart illustrates reducing our reserve by a total of 5% (bringing it to 5%) through Fiscal Year 20/21. Even with these reductions, an additional \$4.2 million could be needed to meet the estimated revenue losses on the prior page. These additional budget reductions will significantly add to the negative impacts on city services, such as described on pages six and seven.



EXPENSE REDUCTION RECOMMENDATIONS

COST CUTTING MEASURES FOR FY 19/20 & FY 20/21	AMOUNT
Hiring Freeze for non-public safety employees	\$1,420,000
Furloughs for non-public safety employees	\$700,000
Voluntary retirement separation program	\$600,000
One-time funds available from prior year	\$1,104,000
Emergency Reserve up to 2.5% per year for 2 years	\$3,766,000
Additional budget reductions	\$4,200,000
Estimated Sources to Fund Projected Deficit	\$11,790,000

RECOVERY STRATEGIES

The City's immediate response to the economic downturn was to implement a variety of measures to reduce expenses and City staff have also identified additional cost-savings opportunities to be implemented over the coming months. We will continue to monitor the impacts of revenue and expenses and make additional recommendations for the City Council's consideration as the situation evolves.



Actions Taken:

- Implemented a hiring freeze for non-essential positions.
- Left 14 positions vacant since March and all new, non-essential vacancies will remain unfilled.
- Halted all non-essential/discretionary spending and projects.
- Eliminated planned cost of living compensation increases for executives, management and bargaining units without closed contracts for fiscal year 2020-21.
- Offered a Voluntary Retirement Separation Program that provides an incentive to encourage employees to retire earlier than they would otherwise.
- Offered a Voluntary Work Hours Reduction Program which allows employees to voluntarily take time off work without pay.
- Actively seeking COVID-19 related state and/or federal financial assistance through the support of our local legislators.



Actions in Progress/Future:

- Implement a Mandatory Time Off Work (MTO)/Furlough Program for non-public safety employees which is a 5% pay reduction. **(in progress)**
- Focus on re-opening the local economy and enhancing efforts on business attraction and retention during the recovery process to support businesses and increase revenues. **(in progress)**
- Continue to pursue any federal stimulus funding made available to local governments and other grants that can provide resources for projects and other one-time needs. **(in progress)**
- Finalize the fiscal year 2020-21 budget including reducing the Emergency Reserve to 5%, if needed, as well as implementing additional departmental reductions in expenses. **(in progress)**
- Evaluate savings associated with the voluntary retirement, voluntary time off without pay, and mandatory furlough program to determine if reductions in force are necessary to balance the budget.
- Meet with employee unions to work on collaborative ways to control costs and analyze other operational cost savings opportunities. **(in progress)**
- Consider increasing the Paramedic Tax within the current voter-approved cap limits.
- Evaluate the City's "master fee schedule" to bring them in line with the costs of similar Bay Area agencies and insure total cost recovery of our services. **(in progress)**
- Continue to explore and gauge community interest in other revenue generating possibilities.
- Collaborate with the County and all Marin cities and towns to evaluate opportunities for savings through partnerships, shared services, and/or other consolidation efforts. **(in progress)**
- Participate in regional groups such as Marin Recovers (and its Industry Advisory Groups) and the Marin County Council of Mayors and Councilmembers Adhoc Economic Recovery Committee that are working on reopening businesses and regional financial recovery solutions. **(in progress)**

HOW WILL CITY SERVICES BE IMPACTED?

The City Council adopts specific [goals and strategies](#) each year along with the budget adoption process. The goals are broken down into the following 5 categories:

1. Neighborhood & Economic Vitality
2. Quality of Life
3. Public Safety
4. Public Assets
5. Foundational Services

The public health crisis has made it nearly impossible for City staff to remain focused solely on the goals/strategies developed pre-COVID-19 as the EOC and other disaster service work has been more urgent and a much higher priority in serving the community. In addition, the specific impact of the mandatory furlough means City services will need to be closed to the public for 13 calendar days during fiscal year 2020-21. Described below are some of the anticipated impacts to city services by each goal category:



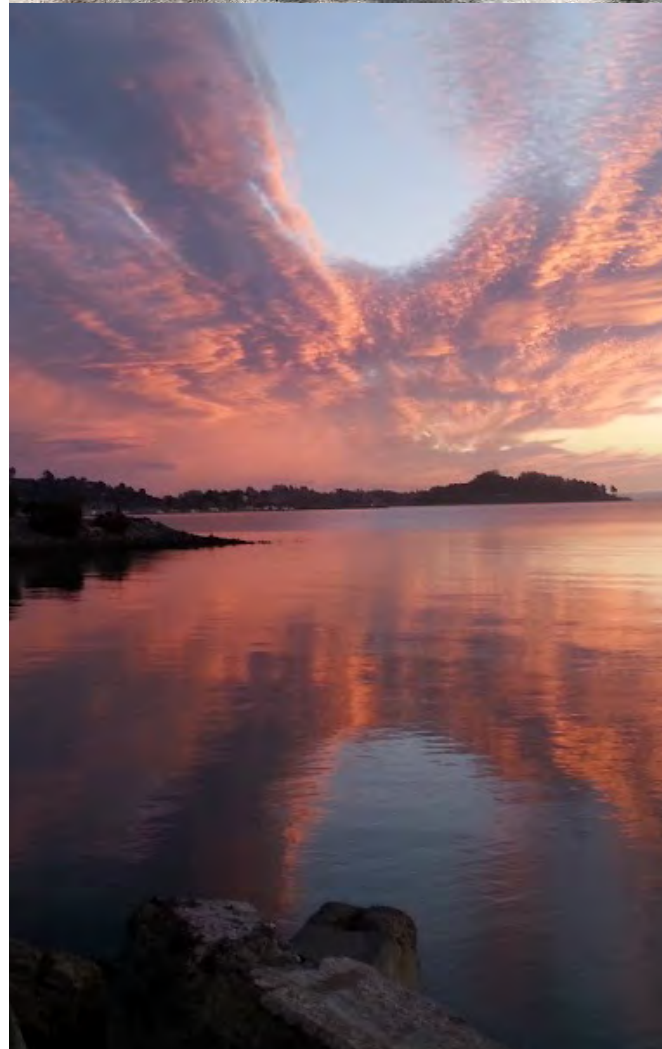
Neighborhood & Economic Vitality

Regaining and sustaining the vibrancy of our City will be an enormous challenge in the years ahead, both as it relates to housing as well as business attraction and retention. Additionally, this goal includes the work that City staff has been successfully implementing to reduce the number of individuals experiencing homelessness in our community. Unfortunately due to job loss and economic hardships due to COVID-19 we expect to see those numbers increase. With greater needs and fewer staff resources available to help, some of the initiatives underway in this area might be slowed down and take longer to accomplish. In addition, the number of hours staff can provide public services over the counter for processing permits, etc. will be reduced and the processing of current planning development applications will be slowed. While greenhouse gas emissions are down due to the economy coming to a halt, however now is not a time to get complacent about climate change. Implementation of our Climate Change Action Plan is as important as ever.



Quality of Life

This category is focused on the arts, culture and recreational experiences of our community, as well as improving resident engagement and governmental transparency. Due to our revenue losses, the City may need to reduce its programs and/or operational hours at the three library locations. Staff will continue to look for ways to mitigate service impacts to the public. In addition, the City may need to reduce some of its recreation programs, services and/or hours at its community centers, if it is unable to open and/or be fully operational. There are many priority initiatives planned for the coming years to improve engagement with our Latinx community and develop a City-wide data program to monitor the success of City services. City staff may need to be re-directed to focus on critical/essential delivery of services, which may result in the deferral or reduced pace of progress in these areas.





Public Safety

We will continue to provide critical public safety services, protect our most vulnerable populations, and prioritize maintaining as much funding toward these activities as possible. However, due to the need to reduce budget in both police and fire we will need to defer equipment and vehicle purchase which in the longer term can become a safety issue. In addition, there will be less resources available for professional development/training available for our police officers and fire fighters.

In addition, the Police Department's cadet program will be on hold which is a key strategy for identifying up and coming talent and training and retaining new public safety officers.



Public Assets

After years of deferred maintenance due to the Great Recession, the City was beginning to make progress in improving our roads and parks. Unfortunately, this economic crisis will result in continued deferral of maintenance projects of the City's key facilities, such as the downtown San Rafael and Terra Linda community centers. With significant projected losses in gas taxes coming from the State, as well as reductions of other funding sources, the City's Capital Improvement Program will be impacted and fewer core infrastructure projects will be able to be accomplished in the coming year. In addition, the City may not be able to implement another sidewalk application program this year, resurfacing of streets is likely to be reduced, and we will not be able to make improvements to outdated park structures and public restrooms.



Foundational Services

The City has a focus on exemplary service which relates to creating and sustaining a high performing team and improving our technology and digital presence. Our [Together San Rafael](#) culture initiative has grown over the last few years and has received significant awards from state and national organizations. Staff will continue to prioritize innovation and service design improvements, but it can't be ignored that there will be far fewer staff carrying out initiatives. For example, existing staff will be needed to backfill for the many current and future vacant positions due to the hiring freeze.

While our City staff work to adapt services that meet health and safety requirements and move services online, enhancing our technological infrastructure and some improvements to digital services may need to wait until new revenue sources can be found for more costly projects. Delays in technology investments, enhancements, and automation will have a direct impact on efforts to improve service delivery.



GETTING TO ECONOMIC RECOVERY

The novel coronavirus is causing major disruptions to businesses and communities across the world. COVID-19 is compromising supply chains, workers' hours and income, and demand for products and services as consumers are encouraged to avoid public places.

Economic recovery requires a safe start and healthy workforce. Workplaces will continue to look and operate differently. Continued physical distancing, teleworking, and other measures will continue to be necessary to keep workers and customers safe.



A phased approach:

Businesses should be prepared for a phased comeback approach which will start with the State of California, and then be [customized by the County of Marin](#), to meet the specific needs of our community. Industries and venues will be reopen based on their ability to address health risks and comply with the state and county orders.



Maintain physical distancing and other public health requirements:

Businesses and public spaces will need to maintain physical distancing and make modifications as necessary to keep employees, customers and the public safe.

PREPARING FOR A PHASED REOPENING

Leverage lessons learned:

Apply best practices from industries and businesses that have adjusted to new COVID-19 safety standards.

Listen & Learn:

Engage with the business community to understand challenges and evolve our approach based on what we learn.

Assist small businesses:

Help prepare restaurants, retail and service businesses, and manufacturers, that are critical to local economies, understand changing health and safety protocols.

Support the recovery of regional economies:

Develop and use a data-based approach to determine support needed by sector and region to assist with recovery.





ECONOMIC RECOVERY

San Rafael's quality-of-life is maintained and sustained by a healthy local economy. The City's beautiful natural setting, sense of community, public safety, recreation facilities, and efficient government is supported by municipal revenues. These unprecedented times require us to respond swiftly to maintain the strength of our City while controlling costs and being innovative in stabilizing revenues. Staff will be focused on long-term COVID-19 business recovery, advancing key development projects including affordable and workforce housing, conducting business outreach and education, and keeping local partnerships strong.

ACTIONS TAKEN

- Partnered with the County of Marin, the San Rafael Chamber of Commerce, BID and others to administer Small Business COVID-19 Disaster Relief Grants to San Rafael businesses
- Participating and advancing the County's [Marin Recovers](#) plan and taking part in the [County of Marin's Retail Industry Advisory Group](#)
- Continuing to communicate available small business federal, state, and local COVID-19 disaster relief and recovery programs
- Improving revenue stability by communicating business reopening health and safety protocols
- Promoting which San Rafael businesses are "Open for business" to the community

ACTIONS UNDERWAY | GETTING TO A SUSTAINED RECOVERY.



Business Recovery Support:

- Ensure businesses have a strong voice in the State and local reopening protocols and get people back to work.
- Directly assist our local businesses in taking advantage of Federal, State and Local recovery programs.
- Partner with the Chamber of Commerce and BID to find creative out-of-the-box ways to support our local businesses to maintain their viability.
- Continue to invest in our business ecosystem including infrastructure improvements (e.g. Third Street project, East and West Francisco Boulevards) and beautification efforts.



Continued business outreach, education, and marketing/promotions.

Partner with Chamber, BID, commercial property owners, merchants, developers, and brokers to support our existing commercial business base throughout the entire city and achieve our economic goals.



Stimulate business growth through retention, expansion, and advancing new development projects:

- Encourage business growth, private investment, and economic vitality including but not limited to: in-fill development, biotech, large format stores, hotel/lodging
- Create local employment opportunities
- Expand cannabis licenses and license types
- Improve the fiscal condition of the City by expanding the tax base



Develop a post-COVID-19 economic development recovery strategy

Work with our community partners to advance a comprehensive and forward-looking strategy to stimulate the economic vitality of San Rafael in the post-COVID world.



SUMMARY AND CONCLUSIONS

The City of San Rafael faces serious financial challenges to recover from the COVID-19 public health emergency and due to the unprecedented nature of this economic downturn, we will need to remain vigilant about updating our financial projections and assumptions in order to ensure we are doing enough. As economic conditions change our staff will continue to develop solutions that balance our expenses with available resources.

We have an amazing team who will work diligently to find innovative ways to keep our organization operating and providing the highest quality services to our community possible. However, we will face challenges in maintaining pre-COVID service levels with less funding and fewer staff to provide services. We will do our very best to continue building trust with our community and will always look for something we can say yes to. And we will take every necessary action to ensure the City's finances and operations remain resilient moving forward.

The City Council will move forward with the efforts outlined in this plan and will adopt the fiscal year 2020-21 budget in June. This plan will also be amended as necessary to keep up with the rapidly changing COVID-19 crisis environment. Progress reports will be prepared as part of the City's regular updates to the City Council. We will also provide updates regularly in the City Manager's Snapshot e-newsletter.

QUESTIONS OR COMMENTS

If you have questions or comments about the Economic Recovery Plan you can make them [online at the City Website](#).



**SAN RAFAEL IS
RESILIENT**

Cover Page

Attachment 2. - Resolution Approving the City-Wide Budget and Capital Improvement Program for the Fiscal Year 2019-2020 and Providing for the Appropriations and Expenditure of All Sums Set Forth in the Budget, and Exhibits I, II, III (Budget and Personnel Actions)

Exhibit I - City of San Rafael Consolidated Funds FY 2020-2021

Exhibit II – General Fund Proposed Budget FY 2020-2021

Exhibit III – City of San Rafael Authorized Positions FY 2020-2021

- San Rafael Unrepresented Executive Management Salary Schedule
- PEU Local – 1 – Confidential Salary Schedule
- San Rafael Unrepresented Mid-Management Salary Schedule
- City of San Rafael SEIU – Salary Schedule
- San Rafael Firefighters’ Association Base Pay Schedule
- San Rafael Fire Chief Officers’ Association Salary Schedule
- San Rafael Police Association Salary Schedule
- 2020 San Rafael Police Mid-Management Association Salary Schedule
- WCE – San Rafael Salary Schedule

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL APPROVING THE CITYWIDE BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2020-2021 AND PROVIDING FOR THE APPROPRIATIONS AND EXPENDITURE OF ALL SUMS SET FORTH IN THE BUDGET IN THE AMOUNT OF \$127,943,913

WHEREAS, on May 12, 2020 and June 9, 2020, the City Council Finance Committee discussed the proposed City-wide Operating budget for the fiscal year July 1, 2020 – June 30, 2021; and

WHEREAS, on May 18, 2020, City staff presented to the San Rafael City Council at its regular meeting a draft COVID-19 Economic Recovery Plan for the fiscal year July 1, 2020 - June 30, 2021; and

WHEREAS, on May 18, 2020, City staff submitted to the San Rafael City Council at its regular meeting a Preliminary Capital Improvement Program for the fiscal year July 1, 2020 – June 30, 2021; and

WHEREAS, after examination, deliberation and due consideration of the COVID-19 Economic Recovery Plan, Capital Improvement Program, City-wide Operating Budget and corresponding staff recommendations, the San Rafael City Council and City Council Finance Committee provided direction to the City Manager, and the City Manager has submitted a Final, Proposed Budget; and

WHEREAS, it is the intention of this Council to adopt the Proposed Budget submitted by the City Manager as the approved budget for the fiscal year 2020-2021; and

WHEREAS, it is the intention of this Council to carry forward unspent capital projects resources funded in fiscal year 2019-2020 to complete the balance of these projects in the 2020-2021 fiscal year; and

WHEREAS, it is the intention of this Council to carry forward unspent operational funds from fiscal year 2019-2020 encumbered through approved, active purchase orders to complete the balance of these purchases in the 2020-2021 fiscal year;

NOW, THEREFORE, BE IT RESOLVED by the San Rafael City Council that:

1. The City Manager's proposed one-year budget for the City of San Rafael for the fiscal year July 1, 2020 through June 30, 2021, is hereby adopted, with net appropriations of \$127,943,913. General Fund operational uses total \$81,581,228 as presented in Exhibit II attached hereto and incorporated herein. A total of \$1,464,130 is

appropriated for General Plan support, \$32,877,061 is appropriated for special revenue and grant activities, \$5,072,452 for the parking enterprise, \$9,517,225 for capital projects, and \$17,238,594 for internal service funds and asset replacement as presented in Exhibit I attached hereto and incorporated herein.

2. The sums of money therein set forth are hereby appropriated from the revenues of the City to the departments, functions, programs and funds therein set forth for expenditure during the fiscal year 2020-2021.
3. The Capital Improvement Program and projects presented for implementation in fiscal year 2020-2021 are hereby approved.
4. The budget provides for an increase of 0.50 Full Time Equivalent positions resulting in 405.73 full-time equivalent, authorized positions, as presented in Exhibit III, attached hereto and incorporated herein.
5. The following personnel actions will be implemented:
 - A. Effective Fiscal Year 2020, approve a 1.0 FTE Police Officer - School Resource Officer, covered by a three-year grant through a tobacco grant from the State of California with a salary range of \$7,173 to \$8,718 monthly, in the SRPA bargaining group; and
 - B. Effective June 16, 2020, approve a 1.0 FTE Police Officer - Open Space Ranger, covered for ten years through the Marin Wildfire Prevention Authority – County of Marin Measure C funds with a salary range of \$7,173 to \$8,718 monthly, in the SRPA bargaining group.
6. The City of San Rafael will carry forward unspent capital project funds from fiscal year 2019-2020 and reappropriate these funds in fiscal year 2020-2021 to be used solely to pay for the remaining portion of City Council authorized expenditures for street, facility, storm drain, traffic mitigation, park and other long-term capital projects started in the 2019-2020 or prior fiscal years.
7. Transfers are authorized from the General Fund to the San Rafael Essential Facilities capital project from Measure E revenues for the purpose of funding the San Rafael Essential Facilities projects.
8. Drawdowns are authorized from the Lease Revenue Bonds, Series 2018 for the sole purpose of funding the San Rafael Essential Facilities projects as necessitated by actual authorized capital expenditures, including capitalized interest.
9. Funds set aside in the Emergency Medical Services Fund balance for the purpose of funding future capital expenditures necessary to support the facilities used to deliver emergency medical transportation and related paramedic services will be made available to qualifying capital projects.

I, LINDSAY LARA, Clerk of the City of San Rafael, hereby certify that the foregoing resolution was duly and regularly introduced and adopted at a regular meeting of the Council of said City on Monday, the 15th day of June 2020, by the following vote, to wit:

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

LINDSAY LARA, City Clerk

CITY OF SAN RAFAEL
CONSOLIDATED FUNDS

FY 2020-21 PROJECTED BUDGET			June 30, 2020 Projected Balance	Total Operating and Capital Revenue		Transfers In	Total Resources	Total Operating and Capital Budget		Transfers to Other Funds	Total Appropriations	June 30, 2021 Projected Balance
GENERAL OPERATING FUNDS:												
001	General Fund Available Balance	(721,542)	\$75,483,680	\$3,914,620	\$79,398,300	\$79,581,228	\$2,000,000	\$81,581,228	(\$2,904,470)			
218	General Plan Special Revenue Fund	1,359,111	776,956		776,956	1,464,130		1,464,130	671,937			
SPECIAL REVENUE & GRANT FUNDS:												
205	Storm Water Fund	130,544	836,424		836,424	840,000		840,000	126,968			
206	Gas Tax	3,303,655	5,234,629	-	5,234,629	6,880,000	1,646,000	8,526,000	12,284			
207	Development Services	13,041	5,000		5,000	-		-	18,041			
208	Child Care	1,199,579	4,220,000		4,220,000	4,320,583		4,320,583	1,098,996			
210	Paramedic/EMS	794,942	8,382,750		8,382,750	8,143,000	220,394	8,363,394	814,298			
216	Cannabis	5,973	300,000		300,000	300,000		300,000	5,973			
217	State Lands Fund	260,396	40,000		40,000	-		-	300,396			
222	Recreation Revolving	78,526	1,868,377	2,000,000	3,868,377	3,869,168		3,869,168	77,735			
223	Household Haz. Waste Fund	301,168	180,470		180,470	176,836		176,836	304,802			
228	Hazardous Materials Fund	55,251	-		-	-		-	55,251			
234	Pt. San Pedro A.D. Maintenance Portion	106,030	145,000		145,000	168,200		168,200	82,830			
235	Baypoint Lagoons L & L Assessment District	364,329	29,500		29,500	229,278		229,278	164,551			
236	Loch Lomond CFD #10	747,971	33,399		33,399	10,929	6,928	17,857	763,513			
237	Loch Lomond Marina CFD #2	358,040	85,000		85,000	172,500	9,000	181,500	261,540			
240	Parkland Dedication	288,016	5,000		5,000	100,000		100,000	193,016			
241	Measure A Open Space	80,000	365,503		365,503	365,003		365,003	80,500			
242	Measure C Wildfire Prevention	(50,000)	913,226		913,226	863,226		863,226	-			
495	Low and moderate Income Housing Fund	860,072	10,000		10,000	95,000		95,000	775,072			
LIBRARY AND FALKIRK:												
214	Library Revolving	124,436	18,000		18,000	40,000		40,000	102,436			
215	Library Special Assessment Fund	639,118	1,092,091		1,092,091	1,097,534		1,097,534	633,675			
	Library Fund	763,554	1,110,091	-	1,110,091	1,137,534	-	1,137,534	736,111			
PUBLIC SAFETY:												
200	Abandoned Vehicle	5,540	75,100	85,000	160,100	162,146		162,146	3,494			
202	Asset Seizure	1,637	-		-	-		-	1,637			
204	Crime Prevention	4,473	-		-	-		-	4,473			
230	Youth Services - Police	78,014	75,000		75,000	98,761		98,761	54,253			
	Public Safety Fund	89,664	150,100	85,000	235,100	260,907	-	260,907	63,857			
TRAFFIC AND HOUSING:												
243	Affordable Housing in lieu	1,678,377	15,000		15,000	25,000		25,000	1,668,377			
245	Housing & Parking In-lieu	359,332	5,000		5,000	-		-	364,332			
246	East S.R. Traffic Mitigation	1,464,948	600,000		600,000	1,800,000		1,800,000	264,948			
	Traffic & Housing Mitigation Funds	3,502,657	620,000	-	620,000	1,825,000	-	1,825,000	2,297,657			
GRANT:												
201	A.D.A.. Access Projects	-	-		-	-		-	-			
260	Pickleweed Childcare Grant	109,798	385,799		385,799	406,370		406,370	89,227			
281	Public Safety Grants	572,914	350,000		350,000	711,200		711,200	211,714			
283	Grant-Other	44,760	99,250		99,250	120,005		120,005	24,005			
	Grant Funds	727,472	835,049	-	835,049	1,237,575	-	1,237,575	324,946			
SPECIAL REVENUE & GRANT FUND TOTAL		13,980,881	25,369,518	2,085,000	27,454,518	30,994,739	1,882,322	32,877,061	8,558,338			

CITY OF SAN RAFAEL
CONSOLIDATED FUNDS

FY 2020-21 PROJECTED BUDGET		June 30, 2020 Projected Balance	Total Operating and Capital Revenue			Transfers In	Total Resources	Total Operating and Capital Budget		Transfers to Other Funds	Total Appropriations	June 30, 2021 Projected Balance
FUND NAME												
ASSESSMENT DISTRICTS:												
302	Financing Authority 1997 Bonds	151,695	-		-		-	-			-	151,695
304	Peacock Gap Assessment District	2,875	-		-		-	-			-	2,875
306	Mariposa Assessment District	16,573	-		-		-	-			-	16,573
Var.	Assessment District Projects	302,890			-		-				-	302,890
ASSESSMENT DISTRICT TOTAL		474,033	-	-	-		-	-		-	-	474,033
CAPITAL PROJECT FUNDS:												
401	Capital Improvement	1,450,599	20,000			20,000					-	1,470,599
405	Open Space Acquisition	119,960	2,000			2,000			-		-	121,960
406	Bedroom Tax	94,525	-					-			-	94,525
407	Parks Capital Projects	10,824	-			-					-	10,824
420	Measure E - Public Safety Facilities	9,705,046	400,000	220,394		620,394		8,400,000	1,117,225		9,517,225	808,215
CAPITAL PROJECT FUND TOTAL		11,380,954	422,000	220,394		642,394		8,400,000	1,117,225		9,517,225	2,506,123
ENTERPRISE FUND:												
501	Parking Services-Cash Beg.Bal	2,079,136	5,076,525			5,076,525		4,534,047	538,405		5,072,452	2,083,209
ENTERPRISE FUND TOTAL		2,079,136	5,076,525	-		5,076,525		4,534,047	538,405		5,072,452	2,083,209
INTERNAL SERVICE FUNDS:												
227	Sewer Maintenance	(0)	2,832,497			2,832,497		2,832,497			2,832,497	(0)
600	Vehicle Replacement-Cash Beg.Bal	1,600,585	1,215,000			1,215,000		592,361			592,361	2,223,224
601	P.C. Replacement	1,385,731	1,858,346			1,858,346		2,172,348			2,172,348	1,071,729
602	Fire Equipment Replacement	1,063,409	141,000			141,000		131,000			131,000	1,073,409
603	Building Improvement-Cash Beg.Bal	342,743	501,000			501,000		500,000			500,000	343,743
604	Employee Benefits	354,289	699,000			699,000		939,344			939,344	113,945
605	Liability Insurance	2,434	1,814,880			1,814,880		1,790,470			1,790,470	26,844
606	Workers Compensation Insurance	58,182	2,338,324			2,338,324		2,009,722			2,009,722	386,784
607	Dental Insurance	258,327	469,218			469,218		495,000			495,000	232,545
608	Radio Replacement	59,236	648,660			648,660		703,531			703,531	4,365
609	Telephone/Internet	189,583	470,761			470,761		466,761			466,761	193,583
611	Employee Retirement	2,267,311	20,000			20,000		4,000	682,063		686,063	1,601,248
612	Retiree Health Benefit OPEB-Cash Beg.bal	521,228	3,643,931			3,643,931		3,789,497			3,789,497	375,662
613	Police Equipment Replacement Fund	341,315	5,000			5,000		130,000			130,000	216,315
INTERNAL SERVICE FUND TOTAL		8,444,373	16,657,617	-		16,657,617		16,556,531	682,063		17,238,594	7,863,397
TRUST AND AGENCY FUNDS:												
712	Library Fiduciary	2,299,006	30,000			30,000		-			-	2,329,006
TRUST & AGENCY FUND TOTAL		2,299,006	30,000	-		30,000		-	-		-	2,329,006
COMBINED FUNDS TOTAL		39,295,954	123,816,297	6,220,015		130,036,310		141,530,675	6,220,015		147,750,690	21,581,574
LESS: INTERFUND TRANSFER				(6,220,015)		(6,220,015)			(6,220,015)		(6,220,015)	
LESS: INTERNAL SERVICE CHARGES			(13,586,762)			(13,586,762)		(13,586,762)			(13,586,762)	
NET TOTALS FY 2020-2021		39,295,954	110,229,535	0		110,229,533		127,943,913	(0)		127,943,913	21,581,574

**GENERAL FUND
PROPOSED BUDGET FY 2020-2021**

EXHIBIT II

REVENUES & OTHER OPERATIONAL SOURCES

Taxes

Property Tax and related	\$ 21,774,484
Sales Tax	18,685,448
Sales Tax -Measure E	10,114,552
Franchise Tax	3,767,000
Business Tax	2,582,000
Transient Occupancy Tax	2,900,000

Other Agencies

CSA #19 Fire Service	2,260,604
VLF Backfill	6,240,770
Other Agencies (Prop 172, Owner Prop Tax, State Mandate, Other agencies)	1,299,466

Other Revenues

Permits & Licenses (building, electrical, encroachment, use, alarm)	2,644,570
Fine & Forfeitures (traffic, vehicle, etc.)	254,895
Interest & Rents (investment earnings, rents, etc.)	175,000
Charges for Services (includes dev't fees and plan review)	1,948,142
Other Revenue (damage reimbursements, misc income)	836,750

Sub-total: Revenues \$ 75,483,680

TRANSFERS IN

Assessment District reimbursements	15,928
from Gas Tax	1,646,000
from Parking Services Fund - Admin. cost	453,405
from Measure E for 2018 Lease Revenue Bond	1,117,225
from Employee Retirement Fund - POB debt payment	682,063

Sub-total: Transfers In \$ 3,914,620

TOTAL SOURCES \$ 79,398,302

EXPENDITURES AND OTHER OPERATIONAL USES

Expenditures by Department

Finance	2,509,264
Non-Departmental	7,319,231
City Manager/City Council	2,577,191
City Clerk	494,894
Digital Services	1,138,715
Mgt Serv: Adm,HR	475,071
City Attorney	1,016,599
Community Development	4,111,735
Police	24,287,913
Fire	20,426,033
Public Works	12,003,604
Library	2,621,334
Economic Development	599,644

Sub-total: Expenditures \$ 79,581,228

OPERATIONAL TRANSFERS OUT

to Recreation Fund - Operating support	2,000,000
Sub-total: Transfers Out	\$ 2,000,000

Non-Operating Transfers (Measure E / San Rafael Essential Facilities) -

Allocation to Emergency and Cash Flow Reserve -

TOTAL USES \$ 81,581,228

NET RESULTS \$ (2,182,926)

**CITY OF SAN RAFAEL
Authorized Positions**

EXHIBIT III

<u>Departments</u>	<u>Final 2007-2008</u>	<u>Final 2008-2009</u>	<u>Final 2009-2010</u>	<u>Final 2010-2011</u>	<u>Final 2011-2012</u>	<u>Final 2012-2013</u>	<u>Final 2013-2014</u>	<u>Final 2014-2015</u>	<u>Final 2015-2016</u>	<u>Final 2016-2017</u>	<u>Final 2017-2018</u>	<u>Final 2018-2019</u>	<u>Adopted 2019-2020</u>	<u>Mid-Year Changes 2019-2020</u>	<u>Final 2019-2020</u>	<u>Proposed Changes 2019-2020</u>	<u>Proposed 2020-2021</u>
Regular																	
Community Development	29.50	27.50	21.75	20.75	18.25	18.25	17.80	17.80	19.80	20.00	21.00	21.00	21.75		21.75		21.75
Community Services	64.20	64.20	60.73	61.16	59.82	59.02	60.25	60.82	60.84	60.94	60.94	60.94	56.41		56.41		56.41
City Attorney	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50		3.50		3.50
City Clerk	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00		2.00		2.00
City Manager/Council	8.70	8.70	7.70	7.70	8.50	8.50	9.56	9.56	11.56	13.56	13.56	13.56	12.56		12.56		12.56
Economic Development (former RDA)	5.00	5.00	5.00	5.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00		2.00		2.00
Finance	11.00	11.00	10.00	10.00	10.00	10.00	10.00	11.72	12.72	12.72	11.72	11.72	11.72		11.72		11.72
Fire	81.00	77.00	75.00	76.00	75.00	76.00	79.00	81.75	81.75	81.75	82.35	82.35	82.75	(0.75)	82.00		82.00
Library	20.22	21.97	20.61	26.68	21.74	21.74	23.41	23.41	23.41	23.41	23.41	23.41	23.41	(1.75)	21.66		21.66
Management Services	33.68	33.68	31.68	31.15	28.23	26.23	26.33	27.33	27.83	27.33	29.33	29.33	31.33	(1.00)	30.33	(0.70)	29.63
Police	105.00	104.00	90.00	90.00	87.00	87.00	89.00	90.00	92.00	92.80	92.00	92.00	93.30		93.30	1.20	94.50
Public Works	78.80	75.80	60.80	62.80	62.00	60.00	61.00	62.00	62.00	63.00	66.67	66.67	67.00	1.00	68.00	-	68.00
Sub - Total Regular Positions	443.60	434.35	388.77	396.74	379.04	375.24	384.85	392.89	400.41	404.01	409.48	409.48	407.73	(2.50)	405.23	0.50	405.73
Change from previous year		(9.25)	(45.58)	7.97		(3.80)	9.61	8.04	7.52	3.60	5.47	-	(1.75)		(2.50)		0.50
Authorized, unbudgeted - extended absence/no cost								1.00	2.00	2.00	1.00	1.00	-	-	-	-	-
Total Authorized Positions	445.08	437.58	391.92	399.72	379.04	375.24	384.85	393.89	402.41	406.01	410.48	410.48	407.73	(2.50)	405.23	0.50	405.73

Vacant Frozen Positions (14.00)
 Frozen as part of Voluntary Retirement Separation Program (9.00)
Authorized positions less current unfunded positions 382.73

General Notes:

The above-authorized positions are presented as full-time equivalent employees (FTE's) based on various workweek hours as negotiated in employee agreements. The totals by department reflect a combination of full-time or permanent part-time, or fixed term positions that are entitled to all or pro-rated benefits in accordance with the negotiated agreements for employees or individuals who are under contract. The totals reflected above, or in the detail department program sections, do not include temporary or seasonal employees that are utilized for short-term or specific reasons during the year.

**SAN RAFAEL UNREPRESENTED EXECUTIVE MANAGEMENT
SALARY SCHEDULE
Effective July 1, 2020**

Note: The Salary Schedule below reflects a 5% furlough reduction for FY 20/21 (except Safety)

Grade	Position	A	B	C	D	E
2501	Assistant City Attorney	\$ 10,725	\$ 11,261	\$ 11,824	\$ 12,415	\$ 13,036
2001	Assistant City Manager	\$ 12,686	\$ 13,321	\$ 13,987	\$ 14,686	\$ 15,420
2300	Community Development Director	\$ 12,377	\$ 12,995	\$ 13,645	\$ 14,327	\$ 15,044
4205	Director of Digital Service & Open Government	\$ 11,215	\$ 11,776	\$ 12,365	\$ 12,983	\$ 13,632
2801	Director of Economic Development & Innovation	\$ 11,215	\$ 11,776	\$ 12,364	\$ 12,983	\$ 13,632
2205	District Manager/Engineer (SRSD)	\$ 11,215	\$ 11,776	\$ 12,364	\$ 12,983	\$ 13,632
2140	Finance Director	\$ 11,215	\$ 11,776	\$ 12,364	\$ 12,983	\$ 13,632
7101	Fire Chief	\$ 13,288	\$ 13,953	\$ 14,651	\$ 15,383	\$ 16,152
1106	Human Resources Director	\$ 11,215	\$ 11,776	\$ 12,364	\$ 12,983	\$ 13,632
2406	Library and Recreation Director	\$ 11,780	\$ 12,369	\$ 12,987	\$ 13,637	\$ 14,318
6101	Police Chief	\$ 13,288	\$ 13,953	\$ 14,651	\$ 15,383	\$ 16,152
2201	Public Works Director	\$ 12,377	\$ 12,995	\$ 13,645	\$ 14,327	\$ 15,044

Position	Monthly Salary
City Manager (Appointed)	\$ 18,335

The City Manager is appointed by the City Council and is not subject to the terms and conditions of the Management Resolution

PEU LOCAL 1 - CONFIDENTIAL
SALARY SCHEDULE
Effective July 1, 2020

***Note:** The Salary Schedule below reflects a 3% furlough reduction for FY 20/21*

Grade	Position	A	B	C	D	E
7122	ADMIN ASST I (CONFIDENTIAL)	\$4,236	\$4,448	\$4,670	\$4,904	\$5,149
7123	ADMIN ASST II (CONFIDENTIAL)	\$4,670	\$4,904	\$5,149	\$5,407	\$5,677
7215	ADMIN ASSISTANT TO THE CM	\$5,418	\$5,689	\$5,974	\$6,272	\$6,586
7207	ADMIN ASST TO THE CHIEF OF POLICE	\$4,790	\$5,029	\$5,281	\$5,545	\$5,822
2106	ASSOCIATE MANAGEMENT ANALYST	\$5,326	\$5,592	\$5,872	\$6,166	\$6,474
2109	HUMAN RESOURCES REPRESENTATIVE I	\$5,294	\$5,558	\$5,836	\$6,128	\$6,435
2110	HUMAN RESOURCES REPRESENTATIVE II	\$5,832	\$6,123	\$6,429	\$6,751	\$7,088
7242	LEGAL ASSISTANT I	\$5,418	\$5,689	\$5,974	\$6,272	\$6,586
9205	LEGAL ASSISTANT II	\$5,970	\$6,269	\$6,582	\$6,911	\$7,257
7204	MANAGEMENT ANALYST	\$5,859	\$6,152	\$6,460	\$6,783	\$7,122
7203	PAYROLL TECHNICIAN	\$5,503	\$5,778	\$6,067	\$6,370	\$6,689
7316	PRINCIPAL ACCOUNTANT	\$7,172	\$7,530	\$7,907	\$8,302	\$8,717
2136	SENIOR ADMIN ASST (CONFIDENTIAL)	\$5,029	\$5,280	\$5,544	\$5,821	\$6,112
2130	SENIOR ACCOUNTANT	\$6,390	\$6,709	\$7,045	\$7,397	\$7,767

SAN RAFAEL UNREPRESENTED MID-MANAGEMENT

SALARY SCHEDULE

Effective July 1, 2020

***Note:** The Salary Schedule below reflects a 5% furlough reduction for FY 20/21*

Grade	Position	A	B	C	D	E
7315	Accounting Manager	\$ 8,265	\$ 8,678	\$ 9,112	\$ 9,567	\$ 10,046
2400	Assistant Library and Recreation Director	\$ 9,446	\$ 9,918	\$ 10,414	\$ 10,935	\$ 11,482
2202	Assistant Public Works Director / City Engineer	\$ 10,720	\$ 11,256	\$ 11,818	\$ 12,409	\$ 13,030
2302	Chief Building Official	\$ 9,962	\$ 10,460	\$ 10,983	\$ 11,532	\$ 12,109
4203	Civic Design Manager	\$ 8,996	\$ 9,446	\$ 9,918	\$ 10,414	\$ 10,935
2122	Code Enforcement Supervisor	\$ 6,856	\$ 7,199	\$ 7,559	\$ 7,937	\$ 8,334
4204	Data & Infrastructure Manager	\$ 9,962	\$ 10,460	\$ 10,983	\$ 11,532	\$ 12,109
1105	Deputy City Attorney I	\$ 9,028	\$ 9,479	\$ 9,953	\$ 10,451	\$ 10,974
1109	Deputy City Attorney II	\$ 9,954	\$ 10,452	\$ 10,974	\$ 11,523	\$ 12,099
2120	Deputy Fire Marshall	\$ 8,479	\$ 8,903	\$ 9,348	\$ 9,816	\$ 10,307
2135	Deputy Public Works Director	\$ 9,739	\$ 10,226	\$ 10,737	\$ 11,274	\$ 11,838
7313	Economic Development Coordinator	\$ 8,181	\$ 8,590	\$ 9,020	\$ 9,471	\$ 9,944
2128	Economic Development Manager	\$ 8,996	\$ 9,446	\$ 9,918	\$ 10,414	\$ 10,935
7117	Emergency Services Manager	\$ 7,982	\$ 8,381	\$ 8,800	\$ 9,240	\$ 9,702
9005	Events Coordinator	\$ 6,952	\$ 7,300	\$ 7,665	\$ 8,048	\$ 8,450
2107	Human Resources Operations Manager	\$ 8,018	\$ 8,419	\$ 8,840	\$ 9,282	\$ 9,746
2208	Operations and Maintenance Manager	\$ 8,741	\$ 9,178	\$ 9,637	\$ 10,119	\$ 10,625
2703	Parking Services Manager	\$ 8,181	\$ 8,590	\$ 9,020	\$ 9,471	\$ 9,944
7312	Parks Superintendent	\$ 7,982	\$ 8,381	\$ 8,800	\$ 9,240	\$ 9,702
2116	Planning Manager	\$ 9,161	\$ 9,620	\$ 10,101	\$ 10,606	\$ 11,136
1202	Public Works Administrative Manager	\$ 8,181	\$ 8,590	\$ 9,019	\$ 9,470	\$ 9,944
8103	Recreation Supervisor	\$ 6,857	\$ 7,200	\$ 7,559	\$ 7,937	\$ 8,334
2206	Senior Civil Engineer (SRSD)	\$ 9,481	\$ 9,955	\$ 10,452	\$ 10,975	\$ 11,524
7317	Senior Code Enforcement Supervisor	\$ 7,568	\$ 7,946	\$ 8,344	\$ 8,761	\$ 9,199
2105	Senior Management Analyst	\$ 7,795	\$ 8,185	\$ 8,594	\$ 9,024	\$ 9,475
2203	Senior Project Manager	\$ 8,212	\$ 8,623	\$ 9,054	\$ 9,506	\$ 9,982
8102	Senior Recreation Supervisor	\$ 7,568	\$ 7,946	\$ 8,344	\$ 8,761	\$ 9,199
7310	Sewer Maintenance Superintendent	\$ 7,982	\$ 8,381	\$ 8,800	\$ 9,240	\$ 9,702
7311	Street Maintenance Superintendent	\$ 7,982	\$ 8,381	\$ 8,800	\$ 9,240	\$ 9,702
2150	Sustainability Program Manager	\$ 6,570	\$ 6,898	\$ 7,243	\$ 7,605	\$ 7,986

City of San Rafael
SEIU - SALARY SCHEDULE
Effective July 1, 2020

***Note:** The Salary Schedule below reflects a 5% furlough reduction for FY 20/21*

Grade	Position	A	B	C	D	E
7241	Accountant I	\$ 5,496	\$ 5,770	\$ 6,059	\$ 6,362	\$ 6,680
7240	Accountant II	\$ 5,771	\$ 6,059	\$ 6,362	\$ 6,680	\$ 7,014
7200	Accounting Assistant I	\$ 4,003	\$ 4,203	\$ 4,413	\$ 4,634	\$ 4,865
7201	Accounting Assistant II	\$ 4,409	\$ 4,629	\$ 4,861	\$ 5,104	\$ 5,359
7299	Accounting Technician	\$ 5,497	\$ 5,772	\$ 6,061	\$ 6,364	\$ 6,682
7205	Administrative Analyst	\$ 5,108	\$ 5,363	\$ 5,631	\$ 5,913	\$ 6,208
7211	Administrative Assistant I	\$ 4,149	\$ 4,356	\$ 4,574	\$ 4,803	\$ 5,043
7212	Administrative Assistant II	\$ 4,574	\$ 4,803	\$ 5,043	\$ 5,295	\$ 5,560
7295	Senior Administrative Assistant	\$ 4,926	\$ 5,172	\$ 5,431	\$ 5,702	\$ 5,987
7216	Administrative Assistant to the City Clerk	\$ 4,926	\$ 5,172	\$ 5,431	\$ 5,702	\$ 5,987
7210	Assistant Planner	\$ 5,777	\$ 6,066	\$ 6,369	\$ 6,687	\$ 7,022
7208	Associate Planner	\$ 6,375	\$ 6,694	\$ 7,029	\$ 7,380	\$ 7,749
7217	Building Inspector I	\$ 5,235	\$ 5,497	\$ 5,771	\$ 6,060	\$ 6,363
7218	Building Inspector II	\$ 5,777	\$ 6,066	\$ 6,369	\$ 6,687	\$ 7,022
7475	Building Technician I	\$ 4,514	\$ 4,740	\$ 4,977	\$ 5,226	\$ 5,487
7220	Business License Examiner	\$ 4,629	\$ 4,860	\$ 5,103	\$ 5,358	\$ 5,626
7222	Code Enforcement Official I	\$ 4,194	\$ 4,403	\$ 4,624	\$ 4,855	\$ 5,097
7223	Code Enforcement Official II	\$ 4,627	\$ 4,859	\$ 5,102	\$ 5,357	\$ 5,625
7380	Code Enforcement Official III	\$ 5,496	\$ 5,770	\$ 6,059	\$ 6,362	\$ 6,680
2119	Construction Inspector - SRSD	\$ 5,690	\$ 5,974	\$ 6,273	\$ 6,587	\$ 6,916
7224	Custodian	\$ 3,917	\$ 4,113	\$ 4,318	\$ 4,534	\$ 4,761
4210	Data Analyst I	\$ 5,901	\$ 6,196	\$ 6,506	\$ 6,831	\$ 7,173
4211	Data Analyst II	\$ 6,491	\$ 6,816	\$ 7,156	\$ 7,514	\$ 7,890
4212	Data Analyst III	\$ 7,140	\$ 7,497	\$ 7,872	\$ 8,266	\$ 8,679
7226	Deputy City Clerk	\$ 5,049	\$ 5,302	\$ 5,567	\$ 5,845	\$ 6,137
7120	Emergency Management Coordinator	\$ 4,744	\$ 4,981	\$ 5,230	\$ 5,492	\$ 5,766
7121	Environmental Management Coordinator	\$ 4,744	\$ 4,981	\$ 5,230	\$ 5,492	\$ 5,766
7232	Facility Repair Supervisor	\$ 6,236	\$ 6,548	\$ 6,875	\$ 7,219	\$ 7,580
7291	Facility Repair Worker I	\$ 4,425	\$ 4,646	\$ 4,879	\$ 5,122	\$ 5,379
7233	Facility Repair Worker II	\$ 4,880	\$ 5,124	\$ 5,380	\$ 5,649	\$ 5,932
7294	Facility Repair Worker III	\$ 5,252	\$ 5,515	\$ 5,790	\$ 6,080	\$ 6,384
7108	Fire Prevention Inspector I	\$ 6,615	\$ 6,946	\$ 7,293	\$ 7,657	\$ 8,040
7107	Fire Prevention Inspector II	\$ 7,292	\$ 7,657	\$ 8,040	\$ 8,442	\$ 8,864
7298	IT Help Desk Supervisor	\$ 6,491	\$ 6,816	\$ 7,157	\$ 7,514	\$ 7,890
7243	Librarian I	\$ 5,063	\$ 5,316	\$ 5,582	\$ 5,861	\$ 6,154
7244	Librarian II	\$ 5,318	\$ 5,584	\$ 5,863	\$ 6,156	\$ 6,464
2404	Library Aide	\$ 2,427	\$ 2,548	\$ 2,675	\$ 2,809	\$ 2,950
7246	Library Assistant I	\$ 3,333	\$ 3,500	\$ 3,675	\$ 3,859	\$ 4,052
7247	Library Assistant II	\$ 3,770	\$ 3,958	\$ 4,156	\$ 4,364	\$ 4,582
2405	Library Tech Services Supervisor	\$ 4,820	\$ 5,061	\$ 5,314	\$ 5,580	\$ 5,859
7292	Literacy Program Supervisor	\$ 5,867	\$ 6,161	\$ 6,469	\$ 6,792	\$ 7,132
7249	Mail and Stores Clerk	\$ 3,585	\$ 3,764	\$ 3,953	\$ 4,150	\$ 4,358
7255	Network Analyst	\$ 5,902	\$ 6,197	\$ 6,507	\$ 6,832	\$ 7,174

City of San Rafael
SEIU - SALARY SCHEDULE
Effective July 1, 2020

Note: The Salary Schedule below reflects a 5% furlough reduction for FY 20/21

Grade	Position	A	B	C	D	E
7274	Network Support Technician	\$ 4,514	\$ 4,740	\$ 4,977	\$ 5,226	\$ 5,487
7285	Office Assistant I	\$ 3,414	\$ 3,585	\$ 3,764	\$ 3,952	\$ 4,150
7284	Office Assistant II	\$ 3,857	\$ 4,050	\$ 4,252	\$ 4,465	\$ 4,688
7256	Park Equipment Mechanic	\$ 5,126	\$ 5,382	\$ 5,651	\$ 5,934	\$ 6,230
7257	Parking Attendant I	\$ 1,955	\$ 2,052	\$ 2,155	\$ 2,263	\$ 2,376
7275	Parking Attendant II	\$ 2,153	\$ 2,260	\$ 2,373	\$ 2,492	\$ 2,616
6208	Parking Enforcement Officer	\$ 4,768	\$ 5,007	\$ 5,257	\$ 5,520	\$ 5,796
6212	Parking Equipment Technician	\$ 4,536	\$ 4,763	\$ 5,001	\$ 5,251	\$ 5,513
6209	Parking Maintenance & Collections	\$ 4,536	\$ 4,763	\$ 5,001	\$ 5,251	\$ 5,513
6211	Parking Operations Supervisor	\$ 6,236	\$ 6,547	\$ 6,875	\$ 7,218	\$ 7,579
7258	Parks & Graffiti Worker	\$ 4,114	\$ 4,320	\$ 4,536	\$ 4,763	\$ 5,001
2123	Parks Lead Maintenance Worker	\$ 5,252	\$ 5,515	\$ 5,790	\$ 6,080	\$ 6,384
7271	Parks Maintenance Supervisor	\$ 6,236	\$ 6,548	\$ 6,875	\$ 7,219	\$ 7,580
7236	Parks Maintenance Worker I	\$ 4,320	\$ 4,536	\$ 4,763	\$ 5,001	\$ 5,251
7238	Parks Maintenance Worker II	\$ 4,536	\$ 4,763	\$ 5,001	\$ 5,251	\$ 5,514
7296	Permit Services Coordinator	\$ 6,236	\$ 6,548	\$ 6,875	\$ 7,219	\$ 7,580
7261	Planning Technician	\$ 4,514	\$ 4,740	\$ 4,977	\$ 5,226	\$ 5,487
9453	Principal Planner	\$ 8,345	\$ 8,762	\$ 9,200	\$ 9,660	\$ 10,143
7234	Printing Press Operator	\$ 4,464	\$ 4,687	\$ 4,922	\$ 5,168	\$ 5,426
1201	Program Coordinator	\$ 4,744	\$ 4,981	\$ 5,230	\$ 5,492	\$ 5,766
7290	Public Works Dispatcher	\$ 4,536	\$ 4,763	\$ 5,001	\$ 5,251	\$ 5,514
7263	Revenue Supervisor	\$ 7,012	\$ 7,362	\$ 7,730	\$ 8,117	\$ 8,523
2309	Senior Building Inspector	\$ 6,858	\$ 7,201	\$ 7,561	\$ 7,939	\$ 8,335
7219	Senior Building Technician	\$ 5,235	\$ 5,497	\$ 5,772	\$ 6,060	\$ 6,363
7265	Senior Library Assistant	\$ 3,959	\$ 4,157	\$ 4,365	\$ 4,583	\$ 4,812
7264	Senior Planner	\$ 7,214	\$ 7,575	\$ 7,954	\$ 8,352	\$ 8,769
2204	Sewer Lead Maintenance Worker	\$ 5,791	\$ 6,081	\$ 6,385	\$ 6,704	\$ 7,039
7266	Sewer Maintenance Worker I	\$ 4,648	\$ 4,880	\$ 5,124	\$ 5,381	\$ 5,650
7267	Sewer Maintenance Worker II	\$ 5,002	\$ 5,252	\$ 5,515	\$ 5,790	\$ 6,080
7281	Sewers Supervisor	\$ 6,547	\$ 6,874	\$ 7,218	\$ 7,579	\$ 7,957
7269	Shop & Equipment Supervisor	\$ 6,236	\$ 6,548	\$ 6,875	\$ 7,219	\$ 7,580
7280	Street Lead Maintenance Worker	\$ 5,252	\$ 5,515	\$ 5,790	\$ 6,080	\$ 6,384
7209	Street Maintenance Supervisor	\$ 6,236	\$ 6,548	\$ 6,875	\$ 7,219	\$ 7,580
7250	Street Maintenance Worker I	\$ 4,320	\$ 4,536	\$ 4,763	\$ 5,001	\$ 5,251
7251	Street Maintenance Worker II	\$ 4,536	\$ 4,763	\$ 5,001	\$ 5,251	\$ 5,514
7283	Street Sweeper Operator	\$ 4,763	\$ 5,001	\$ 5,251	\$ 5,514	\$ 5,789
7245	Supervising Librarian	\$ 5,867	\$ 6,161	\$ 6,469	\$ 6,792	\$ 7,132
8523	Supervising Parking Enforcement Officer	\$ 5,362	\$ 5,630	\$ 5,912	\$ 6,207	\$ 6,518
7288	Supervising Vehicle/Equipment Mechanic	\$ 5,516	\$ 5,792	\$ 6,082	\$ 6,386	\$ 6,705
7286	Vehicle/Equipment Mechanic I	\$ 4,648	\$ 4,881	\$ 5,125	\$ 5,381	\$ 5,650
7287	Vehicle/Equipment Mechanic II	\$ 5,126	\$ 5,382	\$ 5,651	\$ 5,934	\$ 6,230
2131	Volunteer Program Assistant	\$ 4,574	\$ 4,803	\$ 5,043	\$ 5,295	\$ 5,560

City of San Rafael
SEIU - SALARY SCHEDULE
Effective January 1, 2021

***Note:** The Salary Schedule below reflects a 5% furlough reduction for FY 20/21*

Grade	Position	A	B	C	D	E
7241	Accountant I	\$ 5,550	\$ 5,828	\$ 6,119	\$ 6,425	\$ 6,747
7240	Accountant II	\$ 5,829	\$ 6,120	\$ 6,426	\$ 6,747	\$ 7,085
7200	Accounting Assistant I	\$ 4,043	\$ 4,245	\$ 4,457	\$ 4,680	\$ 4,914
7201	Accounting Assistant II	\$ 4,453	\$ 4,676	\$ 4,909	\$ 5,155	\$ 5,413
7299	Accounting Technician	\$ 5,552	\$ 5,830	\$ 6,121	\$ 6,427	\$ 6,749
7205	Administrative Analyst	\$ 5,159	\$ 5,417	\$ 5,687	\$ 5,972	\$ 6,270
7211	Administrative Assistant I	\$ 4,190	\$ 4,400	\$ 4,620	\$ 4,851	\$ 5,093
7212	Administrative Assistant II	\$ 4,620	\$ 4,851	\$ 5,094	\$ 5,348	\$ 5,616
7295	Senior Administrative Assistant	\$ 4,975	\$ 5,224	\$ 5,485	\$ 5,759	\$ 6,047
7216	Administrative Assistant to the City Clerk	\$ 4,975	\$ 5,224	\$ 5,485	\$ 5,759	\$ 6,047
7210	Assistant Planner	\$ 5,835	\$ 6,126	\$ 6,433	\$ 6,754	\$ 7,092
7208	Associate Planner	\$ 6,439	\$ 6,761	\$ 7,099	\$ 7,454	\$ 7,827
7217	Building Inspector I	\$ 5,287	\$ 5,552	\$ 5,829	\$ 6,121	\$ 6,427
7218	Building Inspector II	\$ 5,835	\$ 6,126	\$ 6,433	\$ 6,754	\$ 7,092
7475	Building Technician I	\$ 4,560	\$ 4,788	\$ 5,027	\$ 5,278	\$ 5,542
7220	Business License Examiner	\$ 4,675	\$ 4,909	\$ 5,154	\$ 5,412	\$ 5,683
7222	Code Enforcement Official I	\$ 4,236	\$ 4,447	\$ 4,670	\$ 4,903	\$ 5,148
7223	Code Enforcement Official II	\$ 4,674	\$ 4,907	\$ 5,153	\$ 5,410	\$ 5,681
7380	Code Enforcement Official III	\$ 5,551	\$ 5,828	\$ 6,119	\$ 6,425	\$ 6,747
2119	Construction Inspector - SRSD	\$ 5,747	\$ 6,034	\$ 6,336	\$ 6,653	\$ 6,985
7224	Custodian	\$ 3,956	\$ 4,154	\$ 4,362	\$ 4,580	\$ 4,809
4210	Data Analyst I	\$ 5,960	\$ 6,258	\$ 6,571	\$ 6,899	\$ 7,244
4211	Data Analyst II	\$ 6,556	\$ 6,884	\$ 7,228	\$ 7,589	\$ 7,969
4212	Data Analyst III	\$ 7,212	\$ 7,572	\$ 7,951	\$ 8,348	\$ 8,766
7226	Deputy City Clerk	\$ 5,100	\$ 5,355	\$ 5,623	\$ 5,904	\$ 6,199
7120	Emergency Management Coordinator	\$ 4,791	\$ 5,031	\$ 5,283	\$ 5,547	\$ 5,824
7121	Environmental Management Coordinator	\$ 4,791	\$ 5,031	\$ 5,283	\$ 5,547	\$ 5,824
7232	Facility Repair Supervisor	\$ 6,298	\$ 6,613	\$ 6,944	\$ 7,291	\$ 7,655
7291	Facility Repair Worker I	\$ 4,469	\$ 4,693	\$ 4,927	\$ 5,174	\$ 5,432
7233	Facility Repair Worker II	\$ 4,929	\$ 5,175	\$ 5,434	\$ 5,706	\$ 5,991
7294	Facility Repair Worker III	\$ 5,305	\$ 5,570	\$ 5,848	\$ 6,141	\$ 6,448
7108	Fire Prevention Inspector I	\$ 6,681	\$ 7,015	\$ 7,366	\$ 7,734	\$ 8,121
7107	Fire Prevention Inspector II	\$ 7,365	\$ 7,733	\$ 8,120	\$ 8,526	\$ 8,952
7298	IT Help Desk Supervisor	\$ 6,556	\$ 6,884	\$ 7,228	\$ 7,589	\$ 7,969
7243	Librarian I	\$ 5,113	\$ 5,369	\$ 5,637	\$ 5,919	\$ 6,215
7244	Librarian II	\$ 5,371	\$ 5,640	\$ 5,922	\$ 6,218	\$ 6,529
2404	Library Aide	\$ 2,451	\$ 2,574	\$ 2,702	\$ 2,837	\$ 2,979
7246	Library Assistant I	\$ 3,367	\$ 3,535	\$ 3,712	\$ 3,897	\$ 4,092
7247	Library Assistant II	\$ 3,808	\$ 3,998	\$ 4,198	\$ 4,408	\$ 4,628
2405	Library Tech Services Supervisor	\$ 4,868	\$ 5,112	\$ 5,367	\$ 5,635	\$ 5,917
7292	Literacy Program Supervisor	\$ 5,926	\$ 6,222	\$ 6,533	\$ 6,860	\$ 7,203
7249	Mail and Stores Clerk	\$ 3,621	\$ 3,802	\$ 3,992	\$ 4,192	\$ 4,401
7255	Network Analyst	\$ 5,961	\$ 6,259	\$ 6,572	\$ 6,901	\$ 7,246

City of San Rafael
SEIU - SALARY SCHEDULE
Effective January 1, 2021

***Note:** The Salary Schedule below reflects a 5% furlough reduction for FY 20/21*

Grade	Position	A	B	C	D	E
7274	Network Support Technician	\$ 4,560	\$ 4,788	\$ 5,027	\$ 5,278	\$ 5,542
7285	Office Assistant I	\$ 3,448	\$ 3,621	\$ 3,802	\$ 3,992	\$ 4,191
7284	Office Assistant II	\$ 3,895	\$ 4,090	\$ 4,295	\$ 4,509	\$ 4,735
7256	Park Equipment Mechanic	\$ 5,177	\$ 5,436	\$ 5,708	\$ 5,993	\$ 6,293
7257	Parking Attendant I	\$ 1,974	\$ 2,073	\$ 2,176	\$ 2,285	\$ 2,399
7275	Parking Attendant II	\$ 2,174	\$ 2,283	\$ 2,397	\$ 2,517	\$ 2,643
6208	Parking Enforcement Officer	\$ 4,816	\$ 5,057	\$ 5,309	\$ 5,575	\$ 5,854
6212	Parking Equipment Technician	\$ 4,581	\$ 4,810	\$ 5,051	\$ 5,303	\$ 5,569
6209	Parking Maintenance & Collections	\$ 4,581	\$ 4,810	\$ 5,051	\$ 5,303	\$ 5,569
6211	Parking Operations Supervisor	\$ 6,298	\$ 6,613	\$ 6,944	\$ 7,291	\$ 7,655
7258	Parks & Graffiti Worker	\$ 4,155	\$ 4,363	\$ 4,581	\$ 4,810	\$ 5,051
2123	Parks Lead Maintenance Worker	\$ 5,305	\$ 5,570	\$ 5,848	\$ 6,141	\$ 6,448
7271	Parks Maintenance Supervisor	\$ 6,298	\$ 6,613	\$ 6,944	\$ 7,291	\$ 7,655
7236	Parks Maintenance Worker I	\$ 4,363	\$ 4,582	\$ 4,811	\$ 5,051	\$ 5,304
7238	Parks Maintenance Worker II	\$ 4,581	\$ 4,811	\$ 5,051	\$ 5,304	\$ 5,569
7296	Permit Services Coordinator	\$ 6,298	\$ 6,613	\$ 6,944	\$ 7,291	\$ 7,655
7261	Planning Technician	\$ 4,560	\$ 4,788	\$ 5,027	\$ 5,278	\$ 5,542
9453	Principal Planner	\$ 8,428	\$ 8,850	\$ 9,292	\$ 9,757	\$ 10,245
7234	Printing Press Operator	\$ 4,509	\$ 4,734	\$ 4,971	\$ 5,220	\$ 5,481
1201	Program Coordinator	\$ 4,791	\$ 5,031	\$ 5,283	\$ 5,547	\$ 5,824
7290	Public Works Dispatcher	\$ 4,581	\$ 4,811	\$ 5,051	\$ 5,304	\$ 5,569
7263	Revenue Supervisor	\$ 7,082	\$ 7,436	\$ 7,808	\$ 8,198	\$ 8,608
2309	Senior Building Inspector	\$ 6,926	\$ 7,273	\$ 7,636	\$ 8,018	\$ 8,419
7219	Senior Building Technician	\$ 5,288	\$ 5,552	\$ 5,830	\$ 6,121	\$ 6,427
7265	Senior Library Assistant	\$ 3,998	\$ 4,198	\$ 4,408	\$ 4,629	\$ 4,860
7264	Senior Planner	\$ 7,287	\$ 7,651	\$ 8,033	\$ 8,435	\$ 8,857
2204	Sewer Lead Maintenance Worker	\$ 5,849	\$ 6,142	\$ 6,449	\$ 6,771	\$ 7,110
7266	Sewer Maintenance Worker I	\$ 4,694	\$ 4,929	\$ 5,176	\$ 5,434	\$ 5,706
7267	Sewer Maintenance Worker II	\$ 5,052	\$ 5,305	\$ 5,570	\$ 5,848	\$ 6,141
7281	Sewers Supervisor	\$ 6,612	\$ 6,943	\$ 7,290	\$ 7,654	\$ 8,037
7269	Shop & Equipment Supervisor	\$ 6,298	\$ 6,613	\$ 6,944	\$ 7,291	\$ 7,655
7280	Street Lead Maintenance Worker	\$ 5,305	\$ 5,570	\$ 5,848	\$ 6,141	\$ 6,448
7209	Street Maintenance Supervisor	\$ 6,298	\$ 6,613	\$ 6,944	\$ 7,291	\$ 7,655
7250	Street Maintenance Worker I	\$ 4,363	\$ 4,582	\$ 4,811	\$ 5,051	\$ 5,304
7251	Street Maintenance Worker II	\$ 4,581	\$ 4,811	\$ 5,051	\$ 5,304	\$ 5,569
7283	Street Sweeper Operator	\$ 4,811	\$ 5,051	\$ 5,304	\$ 5,569	\$ 5,847
7245	Supervising Librarian	\$ 5,926	\$ 6,222	\$ 6,533	\$ 6,860	\$ 7,203
8523	Supervising Parking Enforcement Officer	\$ 5,416	\$ 5,687	\$ 5,971	\$ 6,269	\$ 6,583
7288	Supervising Vehicle/Equipment Mechanic	\$ 5,571	\$ 5,850	\$ 6,143	\$ 6,450	\$ 6,772
7286	Vehicle/Equipment Mechanic I	\$ 4,695	\$ 4,929	\$ 5,176	\$ 5,435	\$ 5,706
7287	Vehicle/Equipment Mechanic II	\$ 5,177	\$ 5,436	\$ 5,708	\$ 5,993	\$ 6,293
2131	Volunteer Program Assistant	\$ 4,620	\$ 4,851	\$ 5,094	\$ 5,348	\$ 5,616

SAN RAFAEL FIREFIGHTERS' ASSOCIATION
BASE PAY SCHEDULE
Effective July 1, 2020

NOTE: 2,920 annual hours for Safety employees; 2,080 annual hours for Fire Mechanic

Grade Code	Title		A	B	C	D	E
7105	Fire Captain*	Annually	\$ 108,746	\$ 114,184	\$ 119,893	\$ 125,888	\$ 132,182
		Monthly	\$ 9,062	\$ 9,515	\$ 9,991	\$ 10,491	\$ 11,015
		Hourly	\$ 37.2419	\$ 39.1040	\$ 41.0592	\$ 43.1122	\$ 45.2678
1107	Fire Captain Specialist	Annually	\$ 114,188	\$ 119,897	\$ 125,892	\$ 132,187	\$ 138,796
		Monthly	\$ 9,516	\$ 9,991	\$ 10,491	\$ 11,016	\$ 11,566
		Hourly	\$ 39.1054	\$ 41.0607	\$ 43.1137	\$ 45.2694	\$ 47.5329
7106	Fire Engineer	Annually	\$ 98,495	\$ 103,420	\$ 108,591	\$ 114,020	\$ 119,722
		Monthly	\$ 8,208	\$ 8,618	\$ 9,049	\$ 9,502	\$ 9,977
		Hourly	\$ 33.7312	\$ 35.4178	\$ 37.1887	\$ 39.0481	\$ 41.0005
7109	Fire Mechanic (40 hr/week)	Annually	\$ 88,998	\$ 93,448	\$ 98,120	\$ 103,026	\$ 108,178
		Monthly	\$ 7,417	\$ 7,787	\$ 8,177	\$ 8,586	\$ 9,015
		Hourly	\$ 42.7876	\$ 44.9269	\$ 47.1733	\$ 49.5319	\$ 52.0085
7110	Firefighter (without PM license)	Annually	\$ 86,476	\$ 90,800	\$ 95,340	\$ 100,107	\$ 105,112
		Monthly	\$ 7,206	\$ 7,567	\$ 7,945	\$ 8,342	\$ 8,759
		Hourly	\$ 29.6151	\$ 31.0958	\$ 32.6506	\$ 34.2832	\$ 35.9973
7126	Firefighter-Paramedic (after probationary year, includes Paramedic Pay)	Annually	\$ 96,987	\$ 101,311	\$ 105,851	\$ 110,618	\$ 115,623
		Monthly	\$ 8,082	\$ 8,443	\$ 8,821	\$ 9,218	\$ 9,635
		Hourly	\$ 33.2148	\$ 34.6956	\$ 36.2504	\$ 37.8829	\$ 39.5970

*Fire Captain assigned to Administrative Duty receives an additional 5% Premium pay and 5% Incentive pay

**Entry Level Firefighter pay for probationary year:			Months 1-2	Months 3-6	Months 7-12*
2126	Entry Level Firefighter	Annually	\$ 77,828	\$ 82,152	\$ 86,476
		Monthly	\$ 6,486	\$ 6,846	\$ 7,206
		Hourly	\$ 26.6536	\$ 28.1343	\$ 29.6151

*After probationary year move into Firefighter-Paramedic grade code

SAN RAFAEL FIREFIGHTERS' ASSOCIATION
BASE PAY SCHEDULE
Effective January 1, 2021

NOTE: 2,920 annual hours for Safety employees; 2,080 annual hours for Fire Mechanic

Grade Code	Title		A	B	C	D	E
7105	Fire Captain*	Annually	\$ 110,921	\$ 116,467	\$ 122,291	\$ 128,405	\$ 134,826
		Monthly	\$ 9,243	\$ 9,706	\$ 10,191	\$ 10,700	\$ 11,235
		Hourly	\$ 37.9868	\$ 39.8861	\$ 41.8804	\$ 43.9745	\$ 46.1732
1107	Fire Captain Specialist	Annually	\$ 116,472	\$ 122,295	\$ 128,410	\$ 134,830	\$ 141,572
		Monthly	\$ 9,706	\$ 10,191	\$ 10,701	\$ 11,236	\$ 11,798
		Hourly	\$ 39.8875	\$ 41.8819	\$ 43.9760	\$ 46.1748	\$ 48.4835
7106	Fire Engineer	Annually	\$ 100,465	\$ 105,488	\$ 110,763	\$ 116,301	\$ 122,116
		Monthly	\$ 8,372	\$ 8,791	\$ 9,230	\$ 9,692	\$ 10,176
		Hourly	\$ 34.4059	\$ 36.1261	\$ 37.9325	\$ 39.8291	\$ 41.8205
7109	Fire Mechanic (40 hr/week)	Annually	\$ 90,778	\$ 95,317	\$ 100,083	\$ 105,087	\$ 110,341
		Monthly	\$ 7,565	\$ 7,943	\$ 8,340	\$ 8,757	\$ 9,195
		Hourly	\$ 43.6433	\$ 45.8255	\$ 48.1167	\$ 50.5226	\$ 53.0487
7110	Firefighter (<i>without PM license</i>)	Annually	\$ 88,206	\$ 92,616	\$ 97,247	\$ 102,109	\$ 107,214
		Monthly	\$ 7,350	\$ 7,718	\$ 8,104	\$ 8,509	\$ 8,935
		Hourly	\$ 30.2074	\$ 31.7177	\$ 33.3036	\$ 34.9688	\$ 36.7173
7126	Firefighter-Paramedic (<i>after probationary year, includes Paramedic Pay</i>)	Annually	\$ 98,927	\$ 103,337	\$ 107,968	\$ 112,830	\$ 117,936
		Monthly	\$ 8,244	\$ 8,611	\$ 8,997	\$ 9,403	\$ 9,828
		Hourly	\$ 33.8791	\$ 35.3895	\$ 36.9754	\$ 38.6405	\$ 40.3890

*Fire Captain assigned to Administrative Duty receives an additional 5% Premium pay and 5% Incentive pay

**Entry Level Firefighter pay for probationary year:			Months 1-2	Months 3-6	Months 7-12*
2126	Entry Level Firefighter	Annually	\$ 79,385	\$ 83,795	\$ 88,206
		Monthly	\$ 6,615	\$ 6,983	\$ 7,350
		Hourly	\$ 27.1866	\$ 28.6970	\$ 30.2074

*After probationary year move into Firefighter-Paramedic grade code

SAN RAFAEL FIRE CHIEF OFFICERS' ASSOCIATION

SALARY SCHEDULE

[Effective July 1, 2020](#)

Wage Classes	Title	A	B	C	D
7112	Battalion Chief	\$ 12,441	\$ 13,063	\$ 13,716	\$ 14,402

**Employees in a specialty assignment shall receive five percent (5%) premium pay.*

SAN RAFAEL FIRE CHIEF OFFICERS' ASSOCIATION

SALARY SCHEDULE

Effective January 1, 2021

Wage Classes	Title	A	B	C	D
7112	Battalion Chief	\$ 12,690	\$ 13,324	\$ 13,990	\$ 14,690

**Employees in a specialty assignment shall receive five percent (5%) premium pay.*

SAN RAFAEL POLICE ASSOCIATION
SALARY SCHEDULE
Effective July 1, 2020

Grade*	Position		Entry Level Step A1	A	B	C	D	E
6203	COMMUNITY SERVICE OFFICER	Annually	\$ 62,192	\$ 65,301	\$ 68,566	\$ 71,995	\$ 75,594	\$ 79,374
		Monthly	\$ 5,183	\$ 5,442	\$ 5,714	\$ 6,000	\$ 6,300	\$ 6,615
		Hourly	\$ 29.8999	\$ 31.3948	\$ 32.9646	\$ 34.6128	\$ 36.3435	\$ 38.1606
6207	MENTAL HEALTH LIAISON	Annually	\$ 83,318	\$ 87,484	\$ 91,858	\$ 96,451	\$ 101,274	\$ 106,337
		Monthly	\$ 6,943	\$ 7,290	\$ 7,655	\$ 8,038	\$ 8,439	\$ 8,861
		Hourly	\$ 40.0568	\$ 42.0597	\$ 44.1626	\$ 46.3708	\$ 48.6893	\$ 51.1238
6202	POLICE ADMINISTRATIVE TECHNICIAN	Annually	\$ 63,708	\$ 66,894	\$ 70,238	\$ 73,750	\$ 77,438	\$ 81,310
		Monthly	\$ 5,309	\$ 5,574	\$ 5,853	\$ 6,146	\$ 6,453	\$ 6,776
		Hourly	\$ 30.6290	\$ 32.1605	\$ 33.7685	\$ 35.4569	\$ 37.2297	\$ 39.0912
9420	POLICE CADET	Annually	\$ 29,075	\$ 30,529	\$ 32,056	\$ 33,658	\$ 35,341	\$ 37,108
		Monthly	\$ 2,423	\$ 2,544	\$ 2,671	\$ 2,805	\$ 2,945	\$ 3,092
		Hourly	\$ 13.9785	\$ 14.6775	\$ 15.4113	\$ 16.1819	\$ 16.9910	\$ 17.8405
2121	POLICE CALL TAKER & RECORDS SPECIALIST	Annually	\$ 59,867	\$ 62,860	\$ 66,003	\$ 69,303	\$ 72,769	\$ 76,407
		Monthly	\$ 4,989	\$ 5,238	\$ 5,500	\$ 5,775	\$ 6,064	\$ 6,367
		Hourly	\$ 28.7821	\$ 30.2213	\$ 31.7323	\$ 33.3189	\$ 34.9849	\$ 36.7341
6201	POLICE SUPPORT SERVICES SUPERVISOR	Annually	N/A	\$ 94,636	\$ 99,368	\$ 104,336	\$ 109,553	\$ 115,031
		Monthly	N/A	\$ 7,886	\$ 8,281	\$ 8,695	\$ 9,129	\$ 9,586
		Hourly	N/A	\$ 45.4981	\$ 47.7730	\$ 50.1617	\$ 52.6697	\$ 55.3032
9622	POLICE COMMUNICATIONS DISPATCH TRAINEE	Annually	\$ 52,244	\$ 54,856	\$ 57,599	\$ 60,479	\$ 63,503	\$ 66,678
		Monthly	\$ 4,354	\$ 4,571	\$ 4,800	\$ 5,040	\$ 5,292	\$ 5,556
		Hourly	\$ 25.1172	\$ 26.3731	\$ 27.6917	\$ 29.0763	\$ 30.5301	\$ 32.0566
6205	POLICE COMMUNICATIONS DISPATCHER	Annually	\$ 65,315	\$ 68,580	\$ 72,010	\$ 75,610	\$ 79,390	\$ 83,360
		Monthly	\$ 5,443	\$ 5,715	\$ 6,001	\$ 6,301	\$ 6,616	\$ 6,947
		Hourly	\$ 31.4013	\$ 32.9714	\$ 34.6200	\$ 36.3510	\$ 38.1685	\$ 40.0769
6215	POLICE LEAD COMMUNICATIONS DISPATCHER	Annually	N/A	\$ 73,725	\$ 77,411	\$ 81,281	\$ 85,345	\$ 89,613
		Monthly	N/A	\$ 6,144	\$ 6,451	\$ 6,773	\$ 7,112	\$ 7,468
		Hourly	N/A	\$ 35.4445	\$ 37.2167	\$ 39.0776	\$ 41.0314	\$ 43.0830
6106	POLICE CORPORAL	Annually	N/A	N/A	N/A	\$ 101,610	\$ 106,691	\$ 112,025
		Monthly	N/A	N/A	N/A	\$ 8,468	\$ 8,891	\$ 9,335
		Hourly	N/A	N/A	N/A	\$ 48.8511	\$ 51.2937	\$ 53.8583
6206	POLICE EVIDENCE & PROPERTY TECHNICIAN	Annually	\$ 65,315	\$ 68,580	\$ 72,010	\$ 75,610	\$ 79,390	\$ 83,360
		Monthly	\$ 5,443	\$ 5,715	\$ 6,001	\$ 6,301	\$ 6,616	\$ 6,947
		Hourly	\$ 31.4013	\$ 32.9714	\$ 34.6200	\$ 36.3510	\$ 38.1685	\$ 40.0769
6107	POLICE OFFICER	Annually	\$ 83,604	\$ 87,784	\$ 92,173	\$ 96,782	\$ 101,621	\$ 106,702
		Monthly	\$ 6,967	\$ 7,315	\$ 7,681	\$ 8,065	\$ 8,468	\$ 8,892
		Hourly	\$ 40.1943	\$ 42.2040	\$ 44.3142	\$ 46.5299	\$ 48.8564	\$ 51.2992
6109	POLICE RECRUIT	Annually	\$ 76,001	\$ 79,801	\$ 83,791	\$ 87,981	\$ 92,380	\$ 96,999
		Monthly	\$ 6,333	\$ 6,650	\$ 6,983	\$ 7,332	\$ 7,698	\$ 8,083
		Hourly	\$ 36.5389	\$ 38.3659	\$ 40.2842	\$ 42.2984	\$ 44.4133	\$ 46.6340
6111	POLICE REGULATORY OFFICER	Annually	\$ 65,315	\$ 68,580	\$ 72,010	\$ 75,610	\$ 79,390	\$ 83,360
		Monthly	\$ 5,443	\$ 5,715	\$ 6,001	\$ 6,301	\$ 6,616	\$ 6,947
		Hourly	\$ 31.4013	\$ 32.9714	\$ 34.6200	\$ 36.3510	\$ 38.1685	\$ 40.0769
4524	POLICE SECURITY OFFICER	Annually	\$ 61,174	\$ 64,233	\$ 67,444	\$ 70,817	\$ 74,357	\$ 78,075
		Monthly	\$ 5,098	\$ 5,353	\$ 5,620	\$ 5,901	\$ 6,196	\$ 6,506
		Hourly	\$ 29.4106	\$ 30.8811	\$ 32.4251	\$ 34.0464	\$ 35.7487	\$ 37.5362
6104	POLICE SERGEANT	Annually	N/A	N/A	N/A	\$ 116,187	\$ 121,996	\$ 128,096
		Monthly	N/A	N/A	N/A	\$ 9,682	\$ 10,166	\$ 10,675
		Hourly	N/A	N/A	N/A	\$ 55.8592	\$ 58.6521	\$ 61.5848
9525	YOUTH SERVICES PROGRAM SUPERVISOR	Annually	\$ 93,362	\$ 98,030	\$ 102,932	\$ 108,079	\$ 113,483	\$ 119,157
		Monthly	\$ 7,780	\$ 8,169	\$ 8,578	\$ 9,007	\$ 9,457	\$ 9,930
		Hourly	\$ 44.8858	\$ 47.1300	\$ 49.4865	\$ 51.9609	\$ 54.5589	\$ 57.2869

*Entry Level Pay Grade is 1XXXX (e.g., Entry Level Police Officer grade code is 16107)

SAN RAFAEL POLICE ASSOCIATION
SALARY SCHEDULE
Effective January 1, 2021

Grade*	Position		Entry Level Step A1	A	B	C	D	E
6203	COMMUNITY SERVICE OFFICER	Annually	\$ 63,436	\$ 66,607	\$ 69,938	\$ 73,435	\$ 77,106	\$ 80,962
		Monthly	\$ 5,286	\$ 5,551	\$ 5,828	\$ 6,120	\$ 6,426	\$ 6,747
		Hourly	\$ 30.4979	\$ 32.0227	\$ 33.6239	\$ 35.3051	\$ 37.0703	\$ 38.9238
6207	MENTAL HEALTH LIAISON	Annually	\$ 84,985	\$ 89,234	\$ 93,695	\$ 98,380	\$ 103,299	\$ 108,464
		Monthly	\$ 7,082	\$ 7,436	\$ 7,808	\$ 8,198	\$ 8,608	\$ 9,039
		Hourly	\$ 40.8580	\$ 42.9008	\$ 45.0459	\$ 47.2982	\$ 49.6631	\$ 52.1462
6202	POLICE ADMINISTRATIVE TECHNICIAN	Annually	\$ 64,982	\$ 68,232	\$ 71,643	\$ 75,225	\$ 78,987	\$ 82,936
		Monthly	\$ 5,415	\$ 5,686	\$ 5,970	\$ 6,269	\$ 6,582	\$ 6,911
		Hourly	\$ 31.2416	\$ 32.8037	\$ 34.4438	\$ 36.1660	\$ 37.9743	\$ 39.8731
9420	POLICE CADET	Annually	\$ 29,657	\$ 31,140	\$ 32,697	\$ 34,332	\$ 36,048	\$ 37,850
		Monthly	\$ 2,471	\$ 2,595	\$ 2,725	\$ 2,861	\$ 3,004	\$ 3,154
		Hourly	\$ 14.2581	\$ 14.9710	\$ 15.7196	\$ 16.5055	\$ 17.3308	\$ 18.1973
2121	POLICE CALL TAKER & RECORDS SPECIALIST	Annually	\$ 61,064	\$ 64,117	\$ 67,323	\$ 70,689	\$ 74,224	\$ 77,935
		Monthly	\$ 5,089	\$ 5,343	\$ 5,610	\$ 5,891	\$ 6,185	\$ 6,495
		Hourly	\$ 29.3578	\$ 30.8257	\$ 32.3670	\$ 33.9853	\$ 35.6846	\$ 37.4688
6201	POLICE SUPPORT SERVICES SUPERVISOR	Annually	N/A	\$ 96,529	\$ 101,355	\$ 106,423	\$ 111,744	\$ 117,331
		Monthly	N/A	\$ 8,044	\$ 8,446	\$ 8,869	\$ 9,312	\$ 9,778
		Hourly	N/A	\$ 46.4081	\$ 48.7285	\$ 51.1649	\$ 53.7231	\$ 56.4093
9622	POLICE COMMUNICATIONS DISPATCH TRAINEE	Annually	\$ 53,289	\$ 55,953	\$ 58,751	\$ 61,688	\$ 64,773	\$ 68,011
		Monthly	\$ 4,441	\$ 4,663	\$ 4,896	\$ 5,141	\$ 5,398	\$ 5,668
		Hourly	\$ 25.6196	\$ 26.9005	\$ 28.2456	\$ 29.6578	\$ 31.1407	\$ 32.6978
6205	POLICE COMMUNICATIONS DISPATCHER	Annually	\$ 66,621	\$ 69,952	\$ 73,450	\$ 77,122	\$ 80,978	\$ 85,027
		Monthly	\$ 5,552	\$ 5,829	\$ 6,121	\$ 6,427	\$ 6,748	\$ 7,086
		Hourly	\$ 32.0293	\$ 33.6308	\$ 35.3124	\$ 37.0780	\$ 38.9319	\$ 40.8785
6215	POLICE LEAD COMMUNICATIONS DISPATCHER	Annually	N/A	\$ 75,199	\$ 78,959	\$ 82,907	\$ 87,052	\$ 91,405
		Monthly	N/A	\$ 6,267	\$ 6,580	\$ 6,909	\$ 7,254	\$ 7,617
		Hourly	N/A	\$ 36.1534	\$ 37.9611	\$ 39.8591	\$ 41.8521	\$ 43.9447
6106	POLICE CORPORAL	Annually	N/A	N/A	N/A	\$ 103,643	\$ 108,825	\$ 114,266
		Monthly	N/A	N/A	N/A	\$ 8,637	\$ 9,069	\$ 9,522
		Hourly	N/A	N/A	N/A	\$ 49.8281	\$ 52.3195	\$ 54.9355
6206	POLICE EVIDENCE & PROPERTY TECHNICIAN	Annually	\$ 66,621	\$ 69,952	\$ 73,450	\$ 77,122	\$ 80,978	\$ 85,027
		Monthly	\$ 5,552	\$ 5,829	\$ 6,121	\$ 6,427	\$ 6,748	\$ 7,086
		Hourly	\$ 32.0293	\$ 33.6308	\$ 35.3124	\$ 37.0780	\$ 38.9319	\$ 40.8785
6107	POLICE OFFICER	Annually	\$ 85,276	\$ 89,540	\$ 94,017	\$ 98,718	\$ 103,654	\$ 108,836
		Monthly	\$ 7,106	\$ 7,462	\$ 7,835	\$ 8,226	\$ 8,638	\$ 9,070
		Hourly	\$ 40.9982	\$ 43.0481	\$ 45.2005	\$ 47.4605	\$ 49.8335	\$ 52.3252
6109	POLICE RECRUIT	Annually	\$ 77,521	\$ 81,397	\$ 85,467	\$ 89,740	\$ 94,227	\$ 98,939
		Monthly	\$ 6,460	\$ 6,783	\$ 7,122	\$ 7,478	\$ 7,852	\$ 8,245
		Hourly	\$ 37.2697	\$ 39.1332	\$ 41.0899	\$ 43.1444	\$ 45.3016	\$ 47.5666
6111	POLICE REGULATORY OFFICER	Annually	\$ 66,621	\$ 69,952	\$ 73,450	\$ 77,122	\$ 80,978	\$ 85,027
		Monthly	\$ 5,552	\$ 5,829	\$ 6,121	\$ 6,427	\$ 6,748	\$ 7,086
		Hourly	\$ 32.0293	\$ 33.6308	\$ 35.3124	\$ 37.0780	\$ 38.9319	\$ 40.8785
4524	POLICE SECURITY OFFICER	Annually	\$ 62,397	\$ 65,517	\$ 68,793	\$ 72,233	\$ 75,844	\$ 79,637
		Monthly	\$ 5,200	\$ 5,460	\$ 5,733	\$ 6,019	\$ 6,320	\$ 6,636
		Hourly	\$ 29.9988	\$ 31.4987	\$ 33.0736	\$ 34.7273	\$ 36.4637	\$ 38.2869
6104	POLICE SERGEANT	Annually	N/A	N/A	N/A	\$ 118,511	\$ 124,436	\$ 130,658
		Monthly	N/A	N/A	N/A	\$ 9,876	\$ 10,370	\$ 10,888
		Hourly	N/A	N/A	N/A	\$ 56.9764	\$ 59.8252	\$ 62.8165
9525	YOUTH SERVICES PROGRAM SUPERVISOR	Annually	\$ 95,230	\$ 99,991	\$ 104,991	\$ 110,240	\$ 115,752	\$ 121,540
		Monthly	\$ 7,936	\$ 8,333	\$ 8,749	\$ 9,187	\$ 9,646	\$ 10,128
		Hourly	\$ 45.7835	\$ 48.0726	\$ 50.4763	\$ 53.0001	\$ 55.6501	\$ 58.4326

*Entry Level Pay Grade is 1XXXX (e.g., Entry Level Police Officer grade code is 16107)

SAN RAFAEL POLICE MID-MANAGEMENT ASSOCIATION
SALARY SCHEDULE
[Effective July 1, 2020](#)

Grade	Position	A	B	C	D	E
6103	POLICE CAPTAIN (Benchmark)	\$12,070	\$12,673	\$13,307	\$13,972	\$14,671
6110	POLICE LIEUTENANT	\$10,686	\$11,220	\$11,781	\$12,371	\$12,989

SAN RAFAEL POLICE MID-MANAGEMENT ASSOCIATION
SALARY SCHEDULE
[Effective January 1, 2021](#)

Grade	Position	A	B	C	D	E
6103	POLICE CAPTAIN (Benchmark)	\$12,311	\$12,927	\$13,573	\$14,252	\$14,964
6110	POLICE LIEUTENANT	\$10,900	\$11,445	\$12,017	\$12,618	\$13,249

WCE - San Rafael
Salary Schedule
Effective July 1, 2020

***Note:** The Salary Schedule below reflects a 3% furlough reduction for FY 20/21*

Grade	Position	A	B	C	D	E
7227	Assistant Civil Engineer	\$ 7,250	\$ 7,612	\$ 7,993	\$ 8,392	\$ 8,812
7229	Associate Civil Engineer	\$ 8,003	\$ 8,403	\$ 8,823	\$ 9,264	\$ 9,727
7277	Engineering Technician I	\$ 5,138	\$ 5,395	\$ 5,665	\$ 5,948	\$ 6,245
7230	Engineering Technician II	\$ 5,806	\$ 6,097	\$ 6,401	\$ 6,721	\$ 7,057
7330	Junior Engineer	\$ 5,806	\$ 6,097	\$ 6,401	\$ 6,721	\$ 7,057
7228	Senior Associate Engineer	\$ 7,617	\$ 7,997	\$ 8,397	\$ 8,817	\$ 9,258
2311	Senior Civil Engineer (PW)	\$ 9,267	\$ 9,731	\$ 10,217	\$ 10,728	\$ 11,265
7331	Traffic Engineer	\$ 8,003	\$ 8,403	\$ 8,823	\$ 9,264	\$ 9,727
4793	Traffic Technician I	\$ 5,138	\$ 5,395	\$ 5,665	\$ 5,948	\$ 6,245
4792	Traffic Technician II	\$ 5,806	\$ 6,097	\$ 6,401	\$ 6,721	\$ 7,057

Cover Page

Attachment 3. – Shared Services with other Governmental Agencies

CITY OF SAN RAFAEL
EXAMPLES OF SHARED SERVICES AND PARTNERSHIPS WITH
OTHER GOVERNMENTAL AGENCIES
AS OF JUNE 2020

LIBRARY:

- Member of MARINet, a countywide consortium of public libraries and Dominican University. We co-fund and share a library catalog, dozens of online resources (collections of magazines, newspapers, ebooks), and engage in cooperative training sessions.
- Northgate Mall Library - library services at the Northgate Mall are provided in collaboration with Marin County Free Library which provides collection materials and internet connectivity while San Rafael provides daily staffing.
- San Rafael City Schools - San Rafael Library provides bulk library card distribution to students and MiFi hotspots to support distance learning based on data exchange under existing MOUs with the school board.
- Miller Creek School District - San Rafael Library provides bulk library card distribution to students based on data exchange under existing MOUs with school board.
- Part of NorthNet, a California regional consortium of public libraries. This consortium provides a book delivery service between libraries, and shared online resource purchases.
- Part of Califa, a California statewide consortium of public libraries. This consortium provides discounted resource purchases and training opportunities.

POLICE:

- CSI (Crime Scene Investigation) - we are sharing training and assistance as needed with Fairfax PD.
- Crisis Response Unit (CRU) - Formed a regional SWAT (Special Weapons and Tactics) and CNT (Crisis Negotiations Team) with Novato PD. The CRU is comprised of sworn and professional staff trained in tactics and negotiations and are ready to respond to any situation in San Rafael and Novato. These teams also share training and assistance as needed to other cities in the county.
- Gang Enforcement - we are sharing officers/detectives with Novato PD, Central Marin Police Authority, and the MCSO for gang enforcement.
- Gang Validations for Court Cases - we provide members of our SCU (Street Crimes Unit) to complete the required paperwork and process when a gang member is being tried in Marin County.
- Marine Patrol - we provide assistance and respond to calls for service for the MCSO and Sausalito PD, as well as for the U.S. Coast Guard
- Firearms & Active Shooter Training - we provide the trainers for smaller departments in Marin County like Tiburon PD, Fairfax PD, College of Marin PD, etc.
- Police CLETS co-operative for accessing State DOJ data through the San Rafael network; our agency partners on this are Fairfax, Ross, College of Marin, and the District Attorney's Office.
- Public Safety Answering Point (PSAP) - SRPD is the back-up PSAP for Fairfax PD. Fairfax PD provides police dispatch for Ross PD and College of Marin.

- SRPD conducts Spanish certifications for Fairfax PD. Mill Valley PD recently reached out to us and would like us to do the same for their department.

FIRE:

- Marin County Sheriff's Office Communications Center provides Fire/EMS dispatch services for San Rafael Fire as well as all other Marin fire agencies with the exception of Marin County Fire Department and the smaller coastal volunteer departments.
- CSA 19 - Provide Fire/Rescue/Paramedic services to seven separate County areas within San Rafael through an agreement with the County of Marin that is supported by revenue to staff one fire station.
- CSA 13 (Upper Lucas Valley) - Provide Paramedic services through an agreement with the County of Marin that is partially supported by a Paramedic Tax.
- Marinwood CSD - Provide Paramedic services through an agreement with Marinwood CSD that is partially supported by a Paramedic Tax.
- Marinwood CSD - Provide Fire and Rescue response and emergency operational oversight to Marinwood through a no cost agreement in exchange for response by Marinwood CSD Fire to a small portion of San Rafael that is adjacent to the Marinwood Fire Station and areas east of Highway 101 in the Smith Ranch area. This has been updated and is now part of the agreement for San Rafael to provide chief officer services to the CSD.
- Shared Service Agreement between San Rafael and Marinwood provides for staffing of personnel to fill temporary vacancies on a voluntary basis.
- Marin County CERT. Assist with regional deployment of disaster preparedness training.
- Get Ready Marin. Assist with regional deployment of disaster preparedness training.
- Central Marin Training Consortium. This is an agreement between San Rafael, Marinwood, Central Marin, and Kentfield fire agencies for the purposes of regional training in order to increase coordination and standardization.
- Member of the Marin Wildfire Prevention Authority (MWPA) which is a JPA established by Measure C to support coordinated wildfire preparedness and mitigation.
- Marin OES. Contractual agreement for certain services including emergency notification.
- Marin Household Hazardous Waste JPA. Provide administrative services and oversee program deployment.
- Marin Hazardous Materials Response Team. JPA. Provide administrative oversight.
- San Rafael Fire Mechanic services for Marinwood.
- San Rafael Fire Mechanic services for Central Marin Fire (agreement pending).
- Member of Marin Emergency Radio Authority (MERA).

PUBLIC WORKS:

- Garage Services - vehicle maintenance for Town of San Anselmo, Fairfax, Ross Valley School District, and Marinwood Fire as needed.
- Contract with Marin County DPW for Real Estate and Right of Way Acquisition related to State and Federal Projects.
- Shared our staff and equipment with smaller cities such as San Anselmo and Ross for emergency responses to flooding and clean up upon request.
- Share staff and equipment with San Rafael Sanitary District upon request by either group.

- Coordinate roadway maintenance with County (i.e. Pt. San Pedro Road).
- Participate in Marin County's USAR, California Regional task Force 1.
- Member of MCSTOPP.
- Interact with FEMA regarding the 2017 storm events.
- Participate in the Marin Public Works Association.

ENVIRONMENTAL/SUSTAINABILITY:

- Marin Sanitary Service Franchisor's Group: San Rafael, Larkspur, Ross, County of Marin, Las Gallinas Valley Sanitary District.
- Marin Climate and Energy Partnership (MCEP: 11 cities, the County, and Marin's public utilities) conducting GHG inventories, Climate Action Plan implementation and updates
- Marin Sea Level Rise partnership (led by County of Marin, includes all Marin jurisdictions) conducting vulnerability assessments.
- Ad hoc pilot programs with Transportation Authority of Marin (TAM), Marin Municipal Water District (MMWD), Marin School of Environmental Leadership (MSEL), and others such as a residential water conservation pilot, zero waste pilots, and transportation demand program pilots.

COMMUNITY DEVELOPMENT

- Community Development is exploring opportunities to partner with other jurisdictions in land use streamlining efforts through creation of standardized forms and applications, retooling administrative review procedures and other similar partnership opportunities.
- The City is partnering with the County of Marin and other Marin cities/towns on an update to the affordable housing in-lieu/commercial linkage fee that is charged to new development projects. The updated fee will be commonly applied throughout the Marin County jurisdictions, which will provide consistency and continuity in its application.

RECREATION:

- Provide management of Hamilton pool in Novato.
- Provide school age childcare in San Rafael city schools district and Miller Creek school district facilities.
- Shared services with Miller Creek school district to operate and manage the Terra Linda Community Garden on School District property.
- Shared services with Terrapin Crossroads for development and maintenance of Beach Park.
- Shared services with Marin Bocce to provide bocce to the community.
- The Ranch shares space for use of Albert Park Stadium to provide Co-Ed Softball and Men's D League softball.
- Tax Aid services are offered at the Albert J. Boro Community Center and San Rafael Community Center.
- Catholic Charities offers Kids Club Summer and School Year Program through the Albert Boro Community Center.
- Jr. Giants Baseball Program.
- Vision Impaired of Marin Spanish Support Group.

- ESL Classes (Canal Alliance & Tamalpais UHSD/Bahia Vista Elementary School).
- Aprendiendo Juntos (Parent Services Project).
- Boy Scouts Troop 2000 provides service projects to support facility improvements at the Pickleweed Park and Boro Community Center.
- Ball for All Basketball Camp.
- Voces del Canal - Mini Soccer League.
- Canal Youth & Family Council - Monthly canal arts and holiday events at the Boro Community Center.
- Multicultural Center of Marin, Catholic Charities and individuals - Day of the Dead Celebration.
- Drawbridge Weekly Expressive Art Group.
- Point Blue Conservation Sciences - STRAW Program/Restoration. STRAW is a partnership where Point Blue works with elementary and middle school kids about environmental sciences and performs wetland restoration on the edge of Pickleweed Park.
- Goldenaires, Whistlestop, Marin County Division of Aging and Adult Services offer older adult programming at the Terra Linda Community Center, the San Rafael Community Center, and the Albert J. Boro Community Center Multi-Cultural Older Adult Program.
- Shared services with Marin Open Studios to provide exhibits at Falkirk Cultural Center as well as sculpture pieces at San Rafael sites.
- Marin Master Gardeners works with San Rafael to maintain gardeners at Falkirk Cultural Center and to offer workshops for the community on gardening.
- Pickleweed Preschool has been partnering with the Marin County Office of Education for the last four years—receiving continuous professional development, on-site coaching, and classroom assessments (CLASS) that provide valuable program feedback.
- P-3 Initiative supported by MCOE with neighboring preschools and elementary schools with goals of developing community and aligning our grade levels/classrooms to where we are all practicing and incorporating similar strategies, teaching philosophies, and all learning from each other. Last year, the teachers attended a training led by First School. This project aims at improving the classroom experiences of low-income and minority children PreK-3rd grade by implementing curriculum that is aligned, inclusive, and developmentally appropriate.
- Childcare partners with the YES program at Miller Creek Middle School. This is a program for 8th graders at Miller Creek who do 20 hours of community service at both Lucas Valley and Mary Silveira childcare sites. Students assist the children with their homework and play games.

HOMELESSNESS:

- Community Homeless Fund - fund administered through Marin County Council of Mayors and Councilmembers (all cities and towns contribute).
- Marin Mobile Care - mobile homeless service program in partnership with other jurisdictions.
- Homeless Policy Steering Committee - HUD-mandated committee responsible for allocating federal funding in Marin (Led by County of Marin).
- Opening Doors Marin - public private partnership working to align affordable housing dollars across various countywide projects.

- Coordinated Entry Steering Committee - Partnership with local service providers and the County of Marin to provide housing for the most vulnerable people in the community.

MISCELLANEOUS:

- Significant coordination and partnership with the County of Marin and every city/town in COVID-19 response such as MCCMC committee, Marin Recovers, Emergency Operations Center coordination, Marin Managers' Association.
- Co-location of Emergency Operation Center with County of Marin for PG&E Power Shut-offs
- Parking Services provides meter collection and maintenance for the San Anselmo.
- Human Resources is a member of the Sonoma-Marin Training Consortium.
- Digital Services is part of MIDAS - inter-agency network links and other joint communication/computer projects.
- AV system in our Council Chambers - We provide AV support and assistance to several agencies for any public meeting held in the Council Chambers, with specialized services provided by Community Media Center of Marin (part of the MTA JPA) and/or Corporate Media Systems (contract vendor).
- Member of all County-wide JPA's including MERA, Solid Waste. MGSA, etc.
- Participate in MCCMC Subcommittees such as the Ad Hoc Pension and OPEB Committee.

Cover Page

Attachment 4. – Capital Improvement Program: FY 2020-21 through
2022-23



SAN RAFAEL
THE CITY WITH A MISSION

CAPITAL IMPROVEMENT PROGRAM

FY20/21 - 22/23

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SAN RAFAEL

THE CITY WITH A MISSION

Capital Improvement Program
FY 20/21 - 22/23

City Council

Gary O. Phillips, Mayor

Kate Colin, Vice Mayor

Maribeth Bushey, Councilmember

Andrew Cuyugan McCullough, Councilmember

John Gamblin, Councilmember

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Section I. Overview

Background

Marin County's oldest City, San Rafael lies between San Francisco and California's famous wine country. The City is in central Marin County and, while serving as the County seat, is the economic, financial, cultural, and service center of the region. With a history dating back almost 150 years, the public infrastructure includes miles of streets and sidewalks, numerous public buildings, acres of medians and open space, and many other assets.

The City has a tradition of prudent financial management, including maintaining public assets in good condition to minimize lifecycle costs. Residents and business owners greatly value the beauty of the community's built and natural environment and have high expectations regarding the upkeep of public facilities. These factors have led the City to engage in active planning of capital improvements.

The City of San Rafael's Capital Improvement Program (CIP) is a comprehensive, multi-year planning tool used to guide the City's decision-making process for construction, repair, and replacement of City assets such as roadways, storm drain systems, parks, City buildings, and public safety facilities. The CIP document summarizes projects, including their funding sources, and prioritizes projects after analysis and coordination with other City departments to ensure a comprehensive and equitable approach is achieved. In the City of San Rafael, a new CIP budget is developed every year outlining proposed improvements for the next three years. When the City's annual budget is adopted, the CIP for that year is also adopted.

The CIP seeks to balance the need to repair and replace existing assets and to deliver new assets where they are most needed taking into account available resources. Beginning this fiscal year, the CIP reflects a new process to identify and prioritize community values and core principles of *Together San Rafael*. The City's previous CIP prioritization process established several years ago focused on infrastructural conditions, regulatory mandates, and project readiness. In contrast, the updated CIP development process utilized this year incorporated other factors such as equity, whether or not projects already have community support, and public health.

Incorporated in 1874, San Rafael has an aging infrastructure and backlog of deferred maintenance of City-owned facilities and assets. With the development of the CIP each year, more projects are identified and requested than available resources can accomplish. To this end, staff developed a model to prioritize and select projects to move forward for consideration.

CIP Process and Project Selection

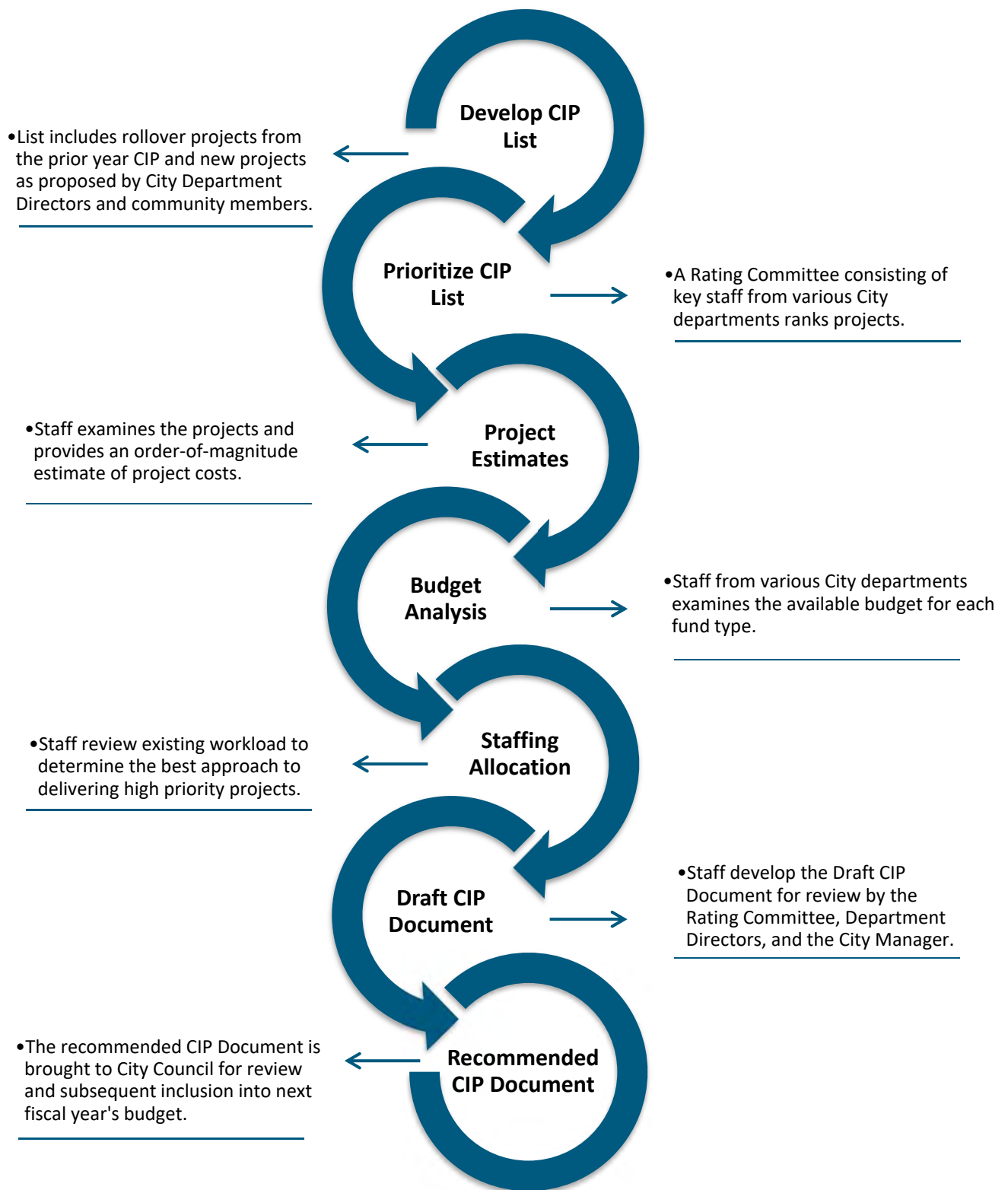
Projects identified in the CIP are primarily driven by staff evaluation or engineering studies and/or reports such as the 2018 Bicycle and Pedestrian Master Plan (BPMP). City staff also receive input from community members, the City Council, Department Directors, and commissions such as the Parks and Recreation Commission.

Project selection and priority is based on recommendations by a Rating Committee consisting of key staff from various City departments. When rating projects, the Committee considers health/safety/liability, priority initiatives, time sensitivity of funds involved, and the ability of a project to maintain or enhance functionality. These four criteria, which are weighted factors shown as percentages, are further defined as follows:

1. Health/Safety/Liability (35%) – Projects that are critical to public health and safety or significantly reduce the City’s risk of liability will receive a higher rating.
2. Priority Initiatives (20%) – This category assigns priority to projects based on the City’s goals, including the guiding principles of Together San Rafael, the General Plan, City Council/community supported projects, and that advance equity in the community.
3. Time Sensitive Funds (25%) – CIP projects funded by state or federal grants often have funding deadlines or project milestones. As such, grant-funded projects will be rated higher to accommodate timely-use-of-fund requirements from the granting agency.
4. Maintain/Enhance Functionality (20%) – This category rates projects according to the importance and urgency of the proposed repair, rehabilitation, or replacement. Proposed maintenance that can be deferred will be rated lower than a pressing maintenance item associated with a critical City asset.

Once the Rating Committee has prioritized projects, staff reviews available funding and allocates an order-of-magnitude budget for the highest ranked projects from each category. New this year, staff recommends retaining a contingency budget in each category as opposed to allocating all available funding to projects. This will ensure that should unanticipated needs surface mid-year, staff have available funds to address this without impacting planned projects. Should contingency funds remain at the end of the fiscal year, they will be allocated to a project during the next fiscal year.

Section V of this document provides a table of the rating criteria above as well as a summary of the final ratings based on the Rating Committee’s ranking. The following flowchart outlines the process staff follow during the development of the CIP.



Section II. Project Funding

Fund Types

Capital Improvement Program projects are paid for through a variety of different funds. Each fund type has its own source of revenue as well as restrictions governing its use. The table below summarizes the primary funding sources.

Fund #	Fund Name	Description
205	Stormwater Fund	Established to fund stormwater maintenance, programs, and improvements throughout the City. Fund #205 receives annual revenues from the City's Stormwater Activity fee (Municipal Code Chapter 9.40).
206	Gas Tax; Measure AA; Senate Bill 1 Funds	The Gas Tax is revenue collected and subsequently distributed by the State of California based on a percentage tax on each gallon of gas purchased in San Rafael. Gas Tax may be used for capital projects or maintenance on local streets, roads, traffic, and bicycle/pedestrian facilities. Additionally, local sales tax, passed by voters in 2018 as Measure AA, contributes to a portion of this fund for roadway improvement projects.
208	Childcare Fund	Projects identified in the CIP as utilizing Childcare Funds are restricted to facility improvements at the City's childcare centers.
235	Baypoint Lagoon Assessment District	The Baypoint Lagoons Lighting and Landscape District was formed to protect and enhance wildlife habitat and water quality in Baypoint (Spinnaker) Lagoon and the adjacent diked salt marsh.
236	Loch Lomond Assessment District	The Loch Lomond (Melo-Roos) Assessment District was established in 1992 to pay for the repair and maintenance of the stormwater system infrastructure in the District.
240	Parkland Dedication	This fund was established to account for long-term developer deposits used to acquire and increase capacity of the City's park infrastructure.
241	Measure A	Measure A is a nine-year ¼ percent transactions and use tax managed by the County of Marin. The tax is restricted to care for parks and open spaces. The Department of Library and Recreation, in consultation with the Parks and Recreation Commission, provides input each year as to which parks projects should be prioritized to receive Measure A funding.
246	Traffic Mitigation Fee	Traffic Mitigation Fees are an impact fee charged to a developer in connection with the approval of a private land development project with the purpose of offsetting or subsidizing public improvements made necessary by the private development. The City utilizes Traffic

		Mitigation Fees for circulation-related projects identified in the General Plan.
420	Measure E	Measure E was passed by San Rafael voters in November 2013 extending an existing 0.5% sales tax for 20 years and adding 0.25% (25 cents on a \$100 purchase). In February 2014, the City Council directed staff to set aside the revenues from the added quarter percent to fund public safety facilities improvements.
501	Parking Services	Projects identified in the CIP as utilizing Parking Services Funds are restricted to parking-related projects, including maintenance and upgrades at City parking garages and parking lots.
603	Building Maintenance	The Building Maintenance Fund supports routine maintenance and capital projects associated with the City's buildings, parks and other facilities. The Building Maintenance Fund is an internal revenue fund, which means General Fund monies are the sole source of revenue.
	Grants (various)	The City actively seeks grant funding for capital projects and programs. Grant funding is available from regional, state, and federal agencies for safety, transportation, emergency response, and other types of projects.

Fiscal Year 20/21 Funding and Revenue Reductions

While several CIP projects are grant-funded, most are not and are paid for through Funds 205 (Stormwater), 206 (Gas Tax), 246 (Traffic Mitigation), and 603 (Building Maintenance). Within each fund type is an Operating Budget which consists of expenses related to maintenance of infrastructure, equipment purchasing, miscellaneous contractual services, Annual Programs, and other non-project related work. Additionally, after deducting the Operating Budget from the total available funding in each fund type, staff allocated a 15-percent contingency of the remaining funds to provide a buffer for unanticipated expenses which may arise mid-year.

The public health state of emergency due to the COVID-19 pandemic has created severe financial burdens for the City, its residents and businesses. Inevitably, this economic downturn is resulting in a dramatic reduction of the City's revenues, impacting CIP funding revenues in Funds 206 (Gas Tax), 208 (Childcare), 241 (Measure A-Parks), and 501 (Parking Services). The proposed projects in this year's CIP represent those projects staff can deliver based on revenue assumptions at this time, including known projected reductions. Staff plan to track revenues throughout the fiscal year to determine if additional reductions in project budgets are necessary.

Assumptions or comments for each of these funds' reductions includes:

Fund # and Type	Assumptions	Comments
206 (Gas Tax)	<ul style="list-style-type: none"> FY 20/21 – 30% Reduction FY 21/22 – 15% Reduction FY 22/23 – 0% Reduction 	Reduced revenues have already been considered when determining which projects to pursue in the CIP.
208 (Childcare)		Unclear at this time what funding decrease there may be. Previously-started design contracts are being suspended until further notice.
241 (Measure A-Parks)	<ul style="list-style-type: none"> FY 20/21 – 25% Reduction 	
501 (Parking Services)		Unclear at this time what funding decrease there may be. Previously-planned design contracts for FY 20/21 have been postponed. No planned projects to pursue in FY 20/21.

The following is a breakdown of these specific fund types for Fiscal Year 20/21 to illustrate how these funds are typically utilized.

Fund 205: Stormwater Fund

Fund 205 Total Available	\$840,000
Operating Budget	\$623,000
CIP Projects	\$185,000
CIP 15% Contingency	\$32,000



Total Available Funds

The 205 Stormwater Fund receives approximately \$840,000 in annual revenues from the City's Stormwater Activity fee.

Operating Budget

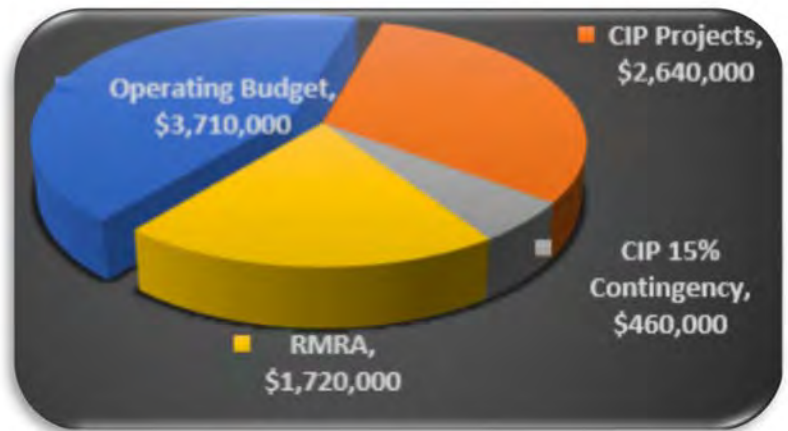
The Operating Budget for Fund 205 covers expenses incurred for the maintenance of the City's drainage system and primarily its stormwater pump stations. Expenses include pump and motor replacement at various stations, generator rentals, utilities, etc.

CIP Projects and Contingency

The 205 Stormwater Fund pays for CIP projects that involve the improvement of the City's drainage infrastructure including storm drain pipes, drainage basins, levees, and pump stations. Fifteen percent of the non-operating budget funding is reserved to account for any small, unanticipated expenses not identified in the CIP document.

Fund 206: Gas Tax

Fund 206 Total Available	\$8,530,000
Operating Budget	\$3,710,000
CIP Projects	\$2,640,000
CIP 15% Contingency	\$460,000
RMRA	\$1,720,000



Total Available Funds

The 206 Gas Tax Fund receives annual revenues from a variety of sources, including the State Gas Tax, the City's Refuse Regulatory Fee, Construction Impact Fee, Senate Bill 1: Road Maintenance and Rehabilitation Account (RMRA), and local gas tax funds through voter-approved initiatives such as Measures A and AA.

As a result of the anticipated loss of revenue stemming from the COVID-19 pandemic, staff estimate a 30% reduction in available Gas Tax Measure A, AA, and RMRA revenues for Fiscal Year 20/21. The \$8,040,000 shown in the table above reflects this 30% reduction and includes a \$2.3 million fund balance carried over from Fiscal Year 19/20.

Operating Budget

The Operating Budget for Fund 206 covers the costs of the City's CIP Annual Programs including Bridge Maintenance, MCSTOPP Implementation, Replacement of CMP Storm Drains, and Sidewalk Repair Program. Additionally, funds are also earmarked for the maintenance of local streets, traffic signals, miscellaneous contractual services, and partially cover the salaries of street maintenance staff.

CIP Projects and 15% Contingency

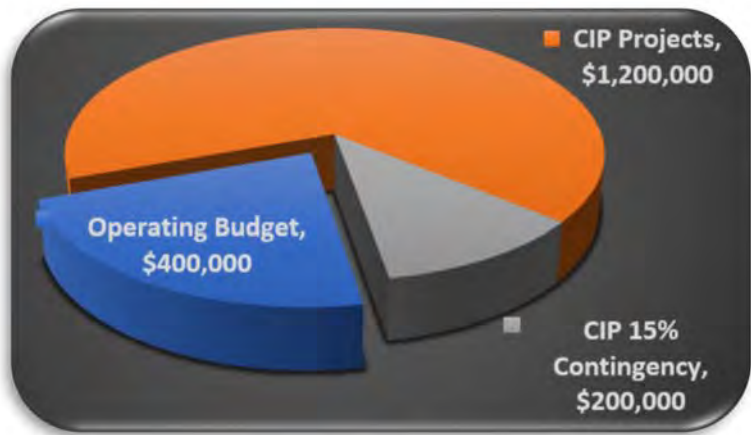
Eligible CIP projects for the 206 Gas Tax Fund include a variety of projects within the public right-of-way such as street resurfacing/restriping, curb ramp installation, pedestrian and bicycle improvements, bridge repair, storm drain improvements, etc. Fifteen percent of the non-operating budget funding is reserved to account for any small, unanticipated expenses not identified in the CIP document.

Senate Bill 1: Road Maintenance and Rehabilitation Account (RMRA)

Senate Bill 1 generates additional revenues that become part of the 206 Gas Tax Fund. These restricted funds are reserved for specific projects, and their use is audited at the end of every fiscal year. Project eligibility is the same as other 206 projects.

Fund 246: Traffic Mitigation

Fund 246 Total Available	\$1,800,000
Operating Budget	\$400,000
CIP Projects	\$1,200,000
CIP 15% Contingency	\$200,000



Total Available Funds

The 246 Traffic Mitigation Fund receives revenues from the Traffic Mitigation Fee charged to developers in connection with the approval of a private land development project. Designed as an impact fee, revenues aim to offset additional vehicular trips associated with a development by providing funding for high priority circulation improvements throughout the City identified in the General Plan. Since the fee is dependent on approved development, annual revenues vary widely from year to year and future revenues are largely unpredictable during the development of the CIP each spring. Staff has estimated that \$600,000 in annual revenues are anticipated in the upcoming three-year period.

Operating Budget

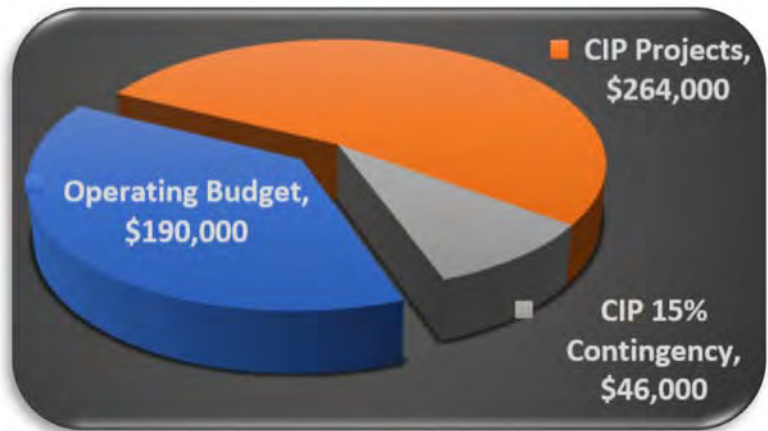
The Operating Budget for Fund 246 covers the cost of implementing the Bicycle Pedestrian Master Plan, Citywide Crosswalk Improvements, and miscellaneous contractual costs associated with citywide signalization improvements.

CIP Projects and 15% Contingency

Eligible projects for 246 funds are those specifically identified as circulation improvements in Exhibit 21A of the 2020 General Plan, etc. Fifteen percent of the non-operating budget funding is reserved to account for any small, unanticipated expenses not identified in the CIP document.

Fund 603: Building Maintenance

Fund 603 Total Available	\$500,000
Operating Budget	\$190,000
CIP Projects	\$264,000
CIP 15% Contingency	\$46,000



Total Available Funds

The 603 Building Maintenance Fund is an internal revenue fund supported by the City's General Fund. The budget for this fund is set at \$500,000 annually.

Operating Budget

The Operating Budget for Fund 603 covers the costs of various upkeep projects completed by the Building Maintenance staff. Smaller scale maintenance such as replacement of failed lighting fixtures, repairs to HVAC systems, and replacement of worn carpet are examples of operating budget expenses.

CIP Projects and 15% Contingency

The 603 Building Maintenance Fund pays for improvement projects to City-owned property, including the community centers, library, City Hall, City park infrastructure, etc. Fifteen percent of the non-operating budget funding is reserved to account for any small, unanticipated expenses not identified in the CIP document.

Section III. FY 19/20 Completed Projects



Essential Facilities – Fire Station 57

The new 9,855-square-foot, two-story fire station now houses five on-duty fire fighters/paramedics and accommodates six on-duty personnel. The core elements of the new station include: three drive-through apparatus bays, apparatus support spaces, public lobby, accessible restrooms, office, kitchen, dining, dayroom, laundry room, private sleeping quarters, unisex restrooms, mechanical, electrical, communications rooms, and staff parking.

Pickleweed Park Playground Improvements

The Pickleweed Park Playground Improvements replaced the outdated playground with new play structures, slides, swings, and other assorted play features. This project was funded through a federal Community Development Block Grant (CDBG).



Street Restriping 2018-2019

The Restriping Project consisted of upgrading existing traffic striping, pavement markings, and markers along 12 miles of City streets to conform to new striping standards for roadways. The new thermoplastic striping will last many years longer than previously-installed paint and be more visible to motorists.

City Hall Solar Panel Installation

During spring 2020, new solar panel arrays were installed on the roof of City Hall as well as in the lower parking lot. This project assists the City in fulfilling its goal of being 'green' and sustainable.



Photo Credit: Cris Gebhardt Photography



Francisco Boulevard West Multi-Use Pathway (Andersen Drive to Rice Drive) – Phase I

As a highly-desired capital improvement, the City partnered with SMART to construct a 10-foot wide, ½-mile long multi-use path parallel to the railroad tracks between Andersen Drive and Rice Drive. Breaking ground in June 2018, the Pathway was opened for service in July 2019. Funding was a combination of local City funds as well as grants from the Transportation Authority of Marin, Measure A (HIP), Metropolitan Transportation Commission, State Local Partnership Program (LPP), BAAQMD, and County of Marin.

Quiet Zone Implementation for SMART's Larkspur Extension

In partnership with SMART, the City diligently worked to create a Quiet Zone from Downtown San Rafael to Larkspur such that the train horn is not sounded when a train crosses a street.



Other Completed Projects

- **Essential Facilities – Public Safety Center**
 - Construction of a new 44,000-square-foot Public Safety Center to co-locate fire, police, and emergency services. The project included a subterranean garage, public plaza, and landscaping improvements.
- **Sea Level Rise Vulnerability Study**
 - This study focused on the ‘low hanging fruit’ in which recommendations were provided for small-scale improvements to reduce the impact of sea level rise. This study coincided with sea level rise work underway by the Community Development Department and the General Plan 2040.
- **B Street Community Center Restroom Remodel**
 - Project included full demolition of the existing restrooms and installation of new ADA-compliant restrooms for women and men.
- **Street Resurfacing 2018-2019 (annual project)**
 - Work included street resurfacing or rehabilitation on various streets throughout the City. The project required coordination with residents, businesses, utility companies, and transit operators to minimize disruption to the community.
- **Stormwater Operations and Maintenance (annual project)**
 - Maintenance of the City’s 12 pump stations.
- **Second and Third Streets Signalization Improvements at the Railroad Tracks**
 - Installation of new traffic signal indications at the railroad tracks to increase public safety, keep motorists away from the tracks, and satisfy federal requirements for a Quiet Zone.
- **Andersen Drive Microseal**
 - Installation of a microseal street resurfacing product on Andersen Drive from Jacoby Street south to the Central Marin Sanitation Agency wastewater treatment plant.
- **Merrydale North Promenade Study (i.e., Merrydale Pathway – North Connector)**
 - Preparation of various design alternatives, working in concert with residents and members of the Bicycle and Pedestrian Advisory Committee.
- **Tivoli Lighting on Fourth Street (Shaver Street to Tamalpais Avenue)**
 - Installation of decorative street lighting across Fourth Street in the heart of Downtown San Rafael.
- **Sidewalk Repair Program 2019-2020**
 - Working hand-in-hand with community members, buckling sidewalks were replaced at many locations across the City. As necessary, trees were removed to accommodate installation of new sidewalks while reducing the possibility of future uplifting from tree roots.

Section IV: Upcoming Projects; Project Description and Budget Details

FUND 205: STORMWATER FUND

205.1 — Rotary Manor Culvert Replacement

Project Information

The damaged corrugated metal pipe (CMP) culvert located underground at Rotary Manor requires replacement and reestablishment of the community gardens above.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	205 Stormwater	\$164,000	\$15,000		
Construction	External T.B.D. Fund Type				\$750,000
	Subtotal	\$164,000	\$15,000		\$750,000
Total Cost Estimate		\$929,000			

205.2 — San Quentin Pump Station Reconstruction

Project Information

The San Quentin Pump Station Reconstruction project will construct a new station to convey storm drain runoff from low-lying areas into the San Francisco Bay as well as rehabilitate the existing discharge pipe located between the station and the Bay.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	205 Stormwater	\$375,000			
Construction	205 Stormwater Grant: FEMA (unsecured)				
	Subtotal	\$375,000			
Total Cost Estimate		\$375,000			

205.3 — Storm Drain Replacement at 2111 Francisco Boulevard East

Project Information

The Bay Area Toll Authority (BATA) plans to construct a widened sidewalk on Francisco Boulevard East from the Bay Park Center office complex to Grange Way. This work will complete a gap closure in the bicycle/pedestrian network connecting the Richmond San Rafael Bridge to the Andersen Drive flyover. Existing City storm drain pipes under the proposed sidewalk require replacement which should be performed concurrently with the sidewalk widening project or in advance in conjunction with sanitary sewer work.

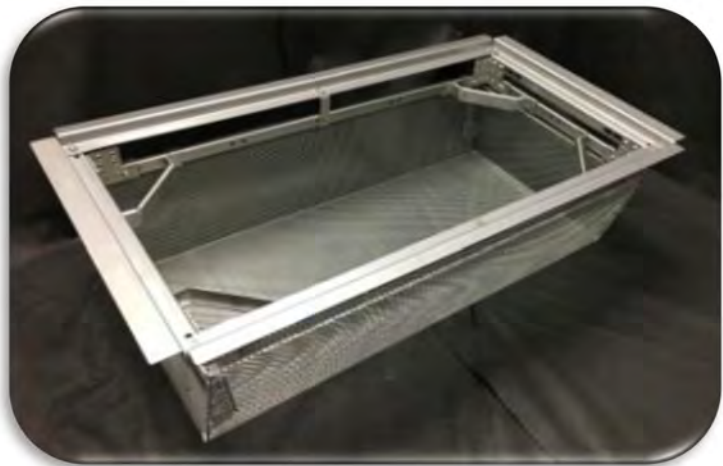


	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	205 Stormwater				
Construction	205 Stormwater		\$100,000		
	Subtotal		\$100,000		
Total Cost Estimate		\$100,000			

205.4 — MCSTOPPP – Catch Basin Trash Capture Feasibility Study

Project Information

Due to regulations imposed by the Marin County Stormwater Pollution Prevention Program, cities in Marin County will soon be required to implement devices to capture and remove trash from the storm drain system before water is conveyed to San Francisco Bay. This feasibility study will identify means and methods as to how the City of San Rafael can comply with these requirements.

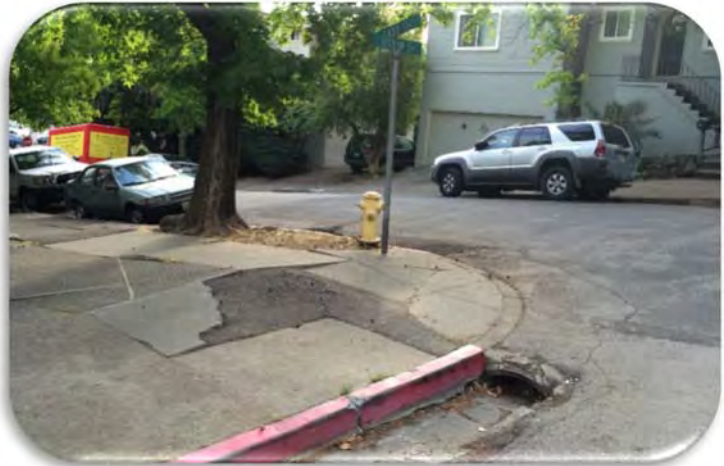


	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	205 Stormwater 206 Annual MCSTOPPP Program		\$30,000 \$100,000		
Construction	205 Stormwater				
	Subtotal		\$130,000		
Total Cost Estimate		\$130,000			

205.5 — East Street at Jessup Street Storm Drain Improvements

Project Information

The neighborhood adjacent to East Street at Jessup Street is one of the older areas of San Rafael. Stormwater runoff is conveyed downhill utilizing surface features such as gutters and shallow storm drain pipes. The neighborhood has experienced flooding as a result of development reducing impervious areas and antiquated drainage facilities. This project proposes to install underground storm drain pipe on Jessup Street between West Street and East Street and connect to the City's existing system at Second Street and East Street. At this time, only the design is proposed to be moved forward until additional funds can be identified for construction.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	205 Stormwater			\$45,000	
Construction	205 Stormwater				
	Subtotal			\$45,000	
Total Cost Estimate		\$45,000			

205.6— C Street Storm Drain Improvements – First to Second Streets

Project Information

The intersection of Second Street at C Street is subject to flooding as a result of settlement of storm drain pipes and the inability to adequately convey water to the downstream storm drain system. This project will make pipe repairs as well as install a new underground drainage system on C Street from Second to First Streets. This first phase will prepare the design only of the project.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	205 Stormwater			\$40,000	
Construction	206 Gas Tax				
	Subtotal			\$40,000	
Total Cost Estimate		\$40,000			

205.7 — Los Gamos Road at Oleander Drive Flood Warning System

Project Information

The intersection of Los Gamos Road at Oleander Drive frequently floods during major rain events. After studying various drainage alternatives, all of which would require significant storm drain improvements both in the public right-of-way as well as on private property, this project proposes to install a warning system to inform motorists of possible flooding.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	205 Stormwater				
Construction	205 Stormwater			\$50,000	
	Subtotal			\$50,000	
Total Cost Estimate		\$50,000			

205.8 — First Street at D Street Storm Drain Improvements

Project Information

The intersection of First Street at D Street has several storm drain pipes that feed into the San Rafael Creek. This project proposes to replace a corrugated metal pipe (CMP) storm drain pipe on D Street between Frances Street and First Street.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	205 Stormwater				
Construction	205 Stormwater		\$65,000		
	206 Annual CMP Program		\$100,000		
	Subtotal		\$165,000		
Total Cost Estimate		\$165,000			

205.9 — Woodland Avenue Storm Drain Improvements

Project Information

Built in the early 1900s, the neighborhood surrounding Woodland Avenue is subject to occasional flooding as all rainwater is surface runoff utilizing existing gutters. This project proposes to install an underground drainage system on Woodland Avenue between Eva Street and Picnic Avenue that connects to an open ditch behind 254 Woodland Avenue via a drainage easement on private property.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	205 Stormwater				\$100,000
Construction	205 Stormwater				
	Subtotal				\$100,000
Total Cost Estimate		\$100,000			

FUND 206: GAS TAX

206.1 — Southern Heights Bridge Replacement

Project Information

The Southern Heights Bridge is a wood bridge constructed decades ago with its last significant renovation occurring in 1981. The bridge was subject to immediate closure in December 2017 upon inspection by Caltrans bridge inspectors. The City has completed design and construction is scheduled to begin in 2020.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax	\$3,000			
	Grant: Caltrans HBP	\$718,000			
Construction	Grant: Caltrans HBP		\$4,000,000		
	Subtotal	\$721,000	\$4,000,000		
Total Cost Estimate		\$4,721,000			

206.2 — Third Street at Hetherton Street Improvements

Project Information

The intersection of Third Street at Hetherton Street is one of the busiest in San Rafael with a large volume of not only vehicles but pedestrians as well. This project will replace traffic signal equipment, install one wheelchair ramp on the northeast corner, install a new crosswalk on the east leg, and eliminate the existing crosswalk on the south leg of the intersection.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax	\$25,000			
	Grant: Caltrans HSIP	\$60,000			
Construction	Grant: Caltrans HSIP	\$500,000			
	Subtotal	\$585,000			
Total Cost Estimate		\$585,000			

206.3 — Smith Ranch Road and Lucas Valley Road Resurfacing

Project Information

Lucas Valley Road/Smith Ranch Road from Highway 101 to Redwood Highway resides within State of California right-of-way. This project will remove the top layer of existing asphalt pavement and resurface the roadway with new asphalt. Additionally, new wheelchair ramps will be installed to comply with ADA requirements.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax	\$8,000			
Construction	206 Gas Tax (RMRA)	\$1,210,000			
	Subtotal	\$1,218,000			
Total Cost Estimate		\$1,218,000			

206.4 — Francisco Boulevard West Multi-Use Pathway Phase II

Project Information

In 2019, the City partnered with SMART to complete construction of a multi-use pathway between Andersen Drive and Rice Drive parallel to the railroad tracks as part of Phase I of this project. Phase II will install a bicycle pathway on Francisco Boulevard West between Second Street and Rice Drive by converting the roadway to a one-way southbound street allowing the City to repurpose the other travel lane on the roadway into a bicycle pathway. This project completes the regional bicycle facility from Larkspur to Downtown San Rafael.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	Grant: CNRC Urban Green	\$250,000			
Construction	Grant: TDA Article 3		\$568,000		
	Grant: CNRC Urban Green		\$950,000		
	Grant: TAM Measure AA		\$400,000		
	Grant: MUP Phase I		\$100,000		
	Rollover from BAAQMD				
	Subtotal	\$250,000	\$2,018,000		
Total Cost Estimate		\$2,268,000			

206.5 — Francisco Boulevard East Sidewalk Widening

Project Information

The existing sidewalk along Francisco Boulevard East is utilized daily by pedestrians and bicyclists that must navigate the congestion of fire hydrants and power poles. This project will install an 8-foot-wide sidewalk/bike pathway on Francisco Boulevard East between Vivian Street and Grand Avenue.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax	\$318,000			
Construction	Grant: Caltrans CMAQ		\$2,100,000		
	Grant: Caltrans ATP	\$4,025,000			
	Subtotal	\$4,343,000	\$2,100,000		
Total Cost Estimate		\$6,443,000			

206.6 — Northbound 101 Offramp – Second Right Turn Lane

Project Information

This project includes the installation of a second right-turn lane from the northbound Central San Rafael offramp onto Second Street. Construction for this improvement will be funded by Caltrans in conjunction with their bridge replacement project scheduled to start in late 2020.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax	\$41,000			
Construction	206 Gas Tax				
	Subtotal	\$41,000			
Total Cost Estimate		\$41,000			

206.7 — Third Street Safety Improvements: Lindaro Street to Union Street

Project Information

Funded in part by a Caltrans Highway Safety Improvement Program grant, this project will install new wheelchair ramps, modify traffic signals, install a new communications network, and rehabilitate the asphalt pavement.

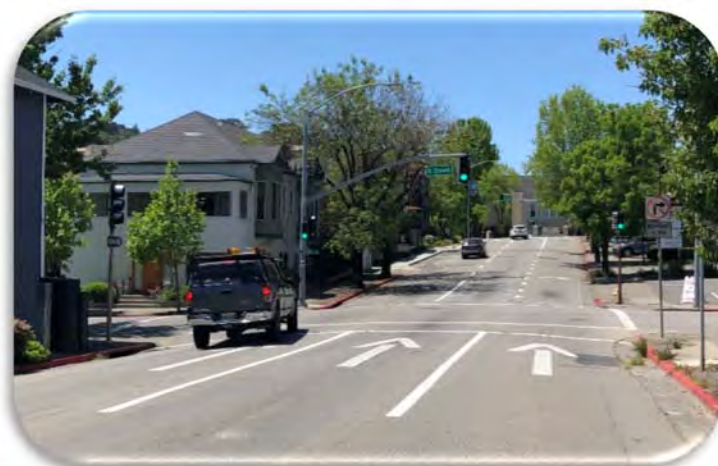


	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax	\$31,000			
	Grant: Caltrans HSIP	\$280,000			
Construction	206 Gas Tax (RMRA)			\$1,000,000	
	Grant: TAM Measure A			\$1,000,000	
	Grant: Caltrans HSIP			\$1,295,000	
	246 Traffic Mitigation			\$800,000	
	Subtotal	\$311,000		\$4,095,000	
Total Cost Estimate		\$4,406,000			

206.8 – Third Street Rehabilitation: Miracle Mile to Lindaro Street

Project Information

The City received major allocation from the Transportation Authority of Marin through the Measure A program to rehabilitate Third Street. In 2019, the City completed a Feasibility Study for Third Street corridor. Since then, the corridor has been subdivided into two City projects with this project covering Miracle Mile to Lindaro Street. The Third Street Safety Improvements project will make roadway improvements from Lindaro to Union. The intent of the improvements is to provide congestion relief and safety improvements along Third Street.

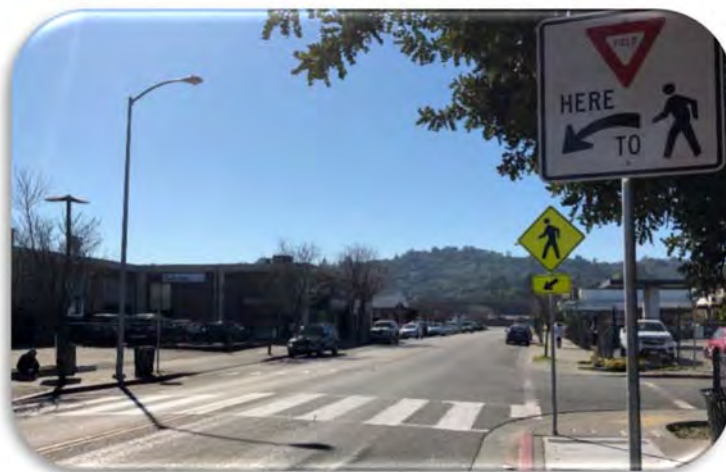


	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	Grant: TAM Measure A	\$1,300,000			
Construction	Grant: Local Partnership			\$1,500,000	
	Grant: TAM Measure A			\$8,700,000	
	Subtotal	\$1,300,000		\$10,200,000	
Total Cost Estimate		\$11,500,000			

206.9 — Canal Neighborhood Pedestrian Improvements

Project Information

The scope of work for this pedestrian improvement project includes installation of solar powered flashing beacons, additional warning signage in advance of crosswalks, and ADA-compliant wheelchair ramps at up to five intersections.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax	\$58,000			
Construction	206 Gas Tax		\$35,000		
	Grant: Lifeline Phase 3		\$248,000		
	Subtotal	\$58,000	\$283,000		
Total Cost Estimate		\$341,000			

206.10 — Francisco Boulevard East Resurfacing

Project Information

This project includes removal of the existing asphalt and resurfacing Francisco Boulevard East from Vivian Way to Grand Avenue. Adjustment of utilities covers and installation of new striping is included in the scope of work.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax				
Construction	206 Gas Tax (RMRA)		\$1,600,000		
	Subtotal		\$1,600,000		
Total Cost Estimate		\$1,600,000			

206.11 — B Street at Woodland Avenue: Box Culvert Ceiling Repairs

Project Information

Feeding into the upper reaches of San Rafael Creek is a reinforced concrete box culvert conveying water away from the Gerstle Park neighborhood. A small portion of the ceiling of the culvert requires rehabilitation to provide better structural stability of the system. This project will consider alternatives to replacing or repairing the top slab as well as coordination with utility companies and regulatory environmental agencies.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax	\$10,000	\$30,000		
Construction	206 Gas Tax		\$300,000		
	Subtotal	\$10,000	\$330,000		
Total Cost Estimate		\$340,000			

206.12 — Public Safety Center Street Resurfacing

Project Information

With the new Public Safety Center (PSC) nearing completion and portions of the roadways surrounding the PSC to be converted to two-way traffic, this project will resurface with either asphalt or slurry seal the following: C Street (Mission to Fourth), D Street (Fifth to Fourth), Fifth Avenue (A to Ray Court), and Via Sessi. The project scope will also include installation of a retaining wall at the end of Via Sessi and installation of a concrete bulbout on the southwest corner of D Street at Fifth Avenue.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax	\$16,000			
Construction	206 Gas Tax		\$465,000		
	Subtotal	\$16,000	\$465,000		
Total Cost Estimate		\$481,000			

206.13 — Woodland Avenue Retaining Wall

Project Information

Adjacent to 132 Woodland Avenue is a wood retaining wall that supports an asphalt pathway sidewalk. The retaining wall has deteriorated and needs rehabilitation or replacement. This project will review retaining wall alternatives, construct a concrete sidewalk, curb, gutter, and other safety improvements in this location.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax		\$75,000		
Construction	206 Gas Tax			\$420,000	
	Subtotal		\$75,000	\$420,000	
Total Cost Estimate		\$495,000			

206.14 — San Rafael High School Crosswalk Improvements

Project Information

San Rafael High School has secured grant funding to support the design and construction of a mid-block pedestrian crosswalk to allow students and the public to safely cross Third Street east of Union Street. The City, partnering with San Rafael City Schools District, will administer the construction contract and contribute to the construction budget.

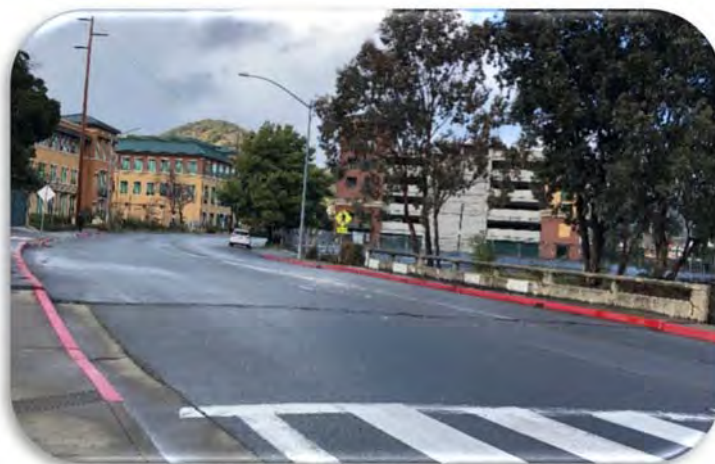


	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax				
Construction	206 Gas Tax		\$100,000		
	Grant: TAM Measure A		\$100,000	\$300,000	
	Subtotal		\$200,000	\$300,000	
Total Cost Estimate		\$500,000			

206.15 — Lincoln Avenue Bridge Repair Study

Project Information

Recent Caltrans bridge inspection reports indicate that the Lincoln Avenue bridge over Mahon Creek needs repair. This project will evaluate what rehabilitation work is required to provide for continued use of the bridge long-term. The City will also seek grant funding from Caltrans to perform any repairs to the bridge.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax	\$12,000			
Construction	Grant: Caltrans HBP Unsecured				
	Subtotal	\$12,000			
Total Cost Estimate		\$12,000			

206.16 — First Street at Mahon Creek Wall Repair

Project Information

During a winter storm, a small portion of an existing rock retaining wall washed out. This project includes the repair of the wall, which is located on First Street between D Street and E Street.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax	\$16,000			
Construction	206 Gas Tax			\$250,000	
	Subtotal	\$16,000		\$250,000	
Total Cost Estimate		\$266,000			

206.17 — Bungalow Avenue Resurfacing

Project Information

Bungalow Avenue, which is an older street with a concrete road below, requires resurfacing. The project will include installation of wheelchair ramps, rehabilitation of the underground storm drain system, and improved drainage to mitigate flooding at Woodland Avenue.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax		\$50,000		
Construction	206 Gas Tax		\$525,000		
	Subtotal		\$575,000		
Total Cost Estimate		\$575,000			

206.18 — Southern Heights Boulevard at Courtright Road Retaining Wall

Project Information

Southern Heights Boulevard at the intersection of the private driveway of Courtright Road shows signs of settlement. This project will install a retaining wall system to support the roadway.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax	\$148,000	\$30,000		
Construction	206 Gas Tax				\$600,000
	Subtotal	\$148,000	\$30,000		\$600,000
Total Cost Estimate		\$778,000			

206.19 — Schoen Park Modifications

Project Information

As a result of installing new playground amenities at the nearby Pickleweed Park, the City proposes to repurpose the existing area of Schoen Park to create additional on-street parking and help alleviate, in part, the demand for public parking in the Canal and Spinnaker Point neighborhoods.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax	\$73,000	\$10,000		
Construction	206 Gas Tax		\$675,000		
	Subtotal	\$73,000	\$685,000		
Total Cost Estimate		\$758,000			

206.20 — Fairhills Drive Slide Repair: Feasibility Study

Project Information

This study will consider three separate locations on Fairhills Drive in which settlement of the roadway appears possible near 216, 407, and 447 Fairhills Drive.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax			\$40,000	
Construction	206 Gas Tax				
	Subtotal			\$40,000	
Total Cost Estimate		\$40,000			

206.21 — Center Street Resurfacing

Project Information

Center Street located in the Sun Valley neighborhood, which is an older street with a concrete road below, requires resurfacing. The project will include installation of wheelchair ramps and improvements to the storm drain system.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax				\$60,000
Construction	206 Gas Tax				
	Subtotal				\$60,000
Total Cost Estimate		\$60,000			

206.22 — Fourth Street Curb Ramp Replacement

Project Information

Fourth Street in Downtown San Rafael is the heart of the downtown business district with a large volume of pedestrians. This project will study and identify pedestrian improvements at intersections between E Street and Grand Avenue.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax				\$60,000
Construction	206 Gas Tax				
	Subtotal				\$60,000
Total Cost Estimate		\$60,000			

206.23 — Forbes Avenue at H Street Storm Drain Improvement

Project Information

This small drainage improvement will install a new catch basin on the northwest corner of the intersection and connect it to an existing catch basin on the northeast corner.

Coordination with various utility companies may be necessary to allow for installation of the proposed storm drain pipe.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	206 Gas Tax				
Construction	206 Gas Tax		\$30,000		
	Subtotal		\$30,000		
Total Cost Estimate		\$30,000			

FUND 208: CHILDCARE FUND

208.1 — Childcare Portable Building Replacement

Project Information

The scope of work includes replacement of portable buildings used for childcare centers at the Mary Silveira and Lucas Valley school campuses as well as the Pickleweed Preschool adjacent to the Albert J. Boro Community Center.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	208 Childcare	\$166,000			
Construction	208 Childcare				
	Subtotal	\$166,000			
Total Cost Estimate		\$166,000			

FUND 235: BAYPOINT LAGOON ASSESSMENT DISTRICT

235.1 — Cayes Pump Station Control System

Project Information

The Cayes pump station was originally constructed in the 1960s and is operated manually with no remote access. The project will upgrade the pump station controls to allow for remote monitoring and control of equipment, include coordination with PG&E to upgrade the electrical service, and provide connection to the City's existing SCADA system. More automated control of the water level will reduce the potential odors caused by hot weather and algae growth in the adjacent lagoon located within the Baypoint Lagoons Assessment District. Additional construction funding is required to support this project. The grant funds noted below will subsidize the procurement of materials but may require additional City funding.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	235 Baypoint Lagoon AD CIP Engineering Operating Budget	\$74,000 \$6,000			
Construction	Grant: CDBG Grant: Unsecured Funds		\$85,328		
	Subtotal	\$80,000	\$85,328		
Total Cost Estimate		\$165,328			

FUND 241: MEASURE A – PARKS

241.1 — Park and Recreation Master Plan

Project Information

In consultation with the Parks and Recreation Commission, the City will review the conditions of all parks and playground structures to understand deficiencies and where future improvements should be focused to meet current codes and ADA regulations. This assessment will become part of a Park and Recreation Master Plan.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	241 Measure A - Parks		\$150,000		
Construction	241 Measure A - Parks				
	Subtotal		\$150,000		
Total Cost Estimate		\$150,000			

FUND 246: TRAFFIC MITIGATION FUND

246.1 — Bike Connection from Second/Tamalpais to Third/Tamalpais

Project Information

Beginning in summer 2020, the City will install a bicycle cycle-track on Francisco Boulevard West between Rice Drive and Second Street. This project will consider improvements on Tamalpais Avenue between Second and Third Streets to receive cyclists exiting the cycle-track on the south side of Second Street.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	246 Traffic Mitigation	\$10,000			
Construction	246 Traffic Mitigation	\$30,000			
	Subtotal	\$40,000			
Total Cost Estimate		\$40,000			

246.2 — C and D Streets Conversion to Two-way Streets

Project Information

In conjunction with opening of the new Public Safety Center, located on Fifth Avenue between C and D Streets, the City will convert C Street (First Street to Fifth Avenue) and D Street (Second Street to Fifth Avenue) to two-way traffic.

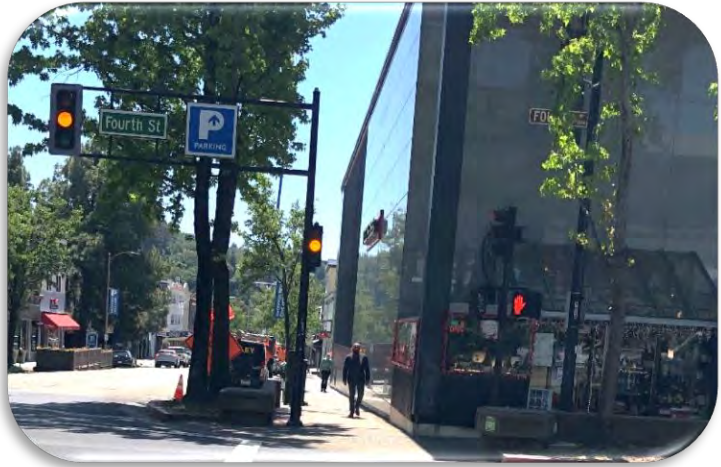


	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	246 Traffic Mitigation				
Construction	246 Traffic Mitigation	\$120,000			
	Subtotal	\$120,000			
Total Cost Estimate		\$120,000			

246.3 — Downtown Traffic Signal Modernization

Project Information

The traffic signals in the Downtown San Rafael area play a critical role in keeping traffic moving. The Innovative Developments to Enhance Arterials, or IDEA, grant-funded project will improve traffic signal equipment throughout the Downtown area at many busy intersections.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	246 Traffic Mitigation	\$300,000			
Construction	246 Traffic Mitigation	\$192,000			
	Grant: MTC IDEA	\$830,000			
	Subtotal	\$1,322,000			
Total Cost Estimate		\$1,322,000			

246.4 — Safe Pathways Pedestrian Crossing Improvements

Project Information

Pedestrian crosswalk improvements near schools are important safety projects for the City. This project will create painted bulb-outs and install rectangular rapid flashing beacons at four crosswalks at Mission/Park, Mission/Alice, Fifth/River Oaks, and Knight/Ashwood.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	Grant: TAM Measure A	\$40,000			
Construction	246 Traffic Mitigation		\$300,000		
	Grant: TAM Measure A		\$160,000		
	Subtotal	\$40,000	\$460,000		
Total Cost Estimate		\$500,000			

246.5 – Fourth Street Signal System Improvements: B Street to Cijos Street

Project Information

Fourth Street is the heart of the Downtown Business District conveying pedestrians, bicyclists, and motorists through San Rafael. The existing traffic signal system needs to be updated to meet current design standards and ensure reliability of the system for all types of users.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	246 Traffic Mitigation		\$50,000		
Construction	246 Traffic Mitigation				\$200,000
	Subtotal		\$50,000		\$200,000
Total Cost Estimate		\$250,000			

246.6 – Citywide Traffic Signal Battery Backup Systems

Project Information

During Fall 2019, Pacific Gas & Electric (PG&E) de-energized electrical lines throughout Marin County and the Bay Area as a safety precaution. The events, known as Public Safety Power Shutoffs (PSPS), resulted in traffic signals going dark and thus impacting traffic throughout the City. This on-going project proposes to install battery backup systems at critical signalized intersections to ensure traffic flow during PSPS events and other power disruptions.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	246 Traffic Mitigation				
Construction	246 Traffic Mitigation		\$75,000	\$75,000	\$75,000
	Subtotal		\$75,000	\$75,000	\$75,000
Total Cost Estimate		\$225,000			

246.7 – North San Rafael Traffic Signal Connections

Project Information

Coordination of traffic signals is a critical element to keeping traffic moving. This project includes upgrading existing communication equipment which allows signals to work in tandem. The area of focus is traffic signals near the Northgate Mall.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	246 Traffic Mitigation		\$50,000		
Construction	246 Traffic Mitigation				\$75,000
	Subtotal		\$50,000		\$75,000
Total Cost Estimate		\$125,000			

246.8 – Bellam Boulevard and Vista Del Mar Pedestrian Improvements

Project Information

The intersection of Bellam Boulevard at Vista Del Mar is heavily traveled by pedestrians shopping at the Cardenas Market grocery store. To increase pedestrian safety and visibility, this project will install rectangular rapid flashing beacons at the crosswalk as well as reconfigure parking on Bellam Boulevard between Visa Del Mar and Windward Way to create additional on-street parking.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	246 Traffic Mitigation	\$20,000			
Construction	246 Traffic Mitigation – Annual Citywide Crosswalk Program		\$100,000		
	Subtotal	\$20,000	\$100,000		
Total Cost Estimate		\$120,000			

246.9 — Second Street Intersection Improvements

Project Information

Second Street is a major thoroughfare through Downtown San Rafael. This project will rehabilitate critical intersections and includes pavement resurfacing, wheelchair ramps, and traffic signal upgrades with new communication equipment.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	246 Traffic Mitigation	\$280,000	\$100,000		
Construction	246 Traffic Mitigation				\$200,000
	Subtotal	\$280,000	\$100,000		\$200,000
Total Cost Estimate		\$580,000			

FUND 420: MEASURE E – ESSENTIAL FACILITIES

420.1 — Fire Station 54 and 55 Remodel

Project Information

Work includes remodeling of the existing fire stations to meet current state and local codes for the safety of the firefighters and the residents they serve. This is part of Phase II of the strategic plan approved in July 2015 for essential public safety facilities.



Fire Station 54



Fire Station 55

	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	420 Measure E	\$655,000			
Construction	420 Measure E		\$6,718,000		
	Subtotal	\$655,000	\$6,718,000		
Total Cost Estimate		\$7,373,000			

420.2 — Repurposing of Former City Hall Police Station

Project Information

This project includes re-examining the first-floor space at City Hall, which will be vacated as the Police Department occupies the new Public Safety Center. Reconfiguration of the space will be needed to house other City departments.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	420 Measure E				
Construction	420 Measure E		\$400,000		
	Subtotal		\$400,000		
Total Cost Estimate		\$400,000			

FUND 501: PARKING SERVICES

501.1 – Seismic Upgrades to Parking Structure – Fifth Avenue/C Street

Project Information

The parking garage at Fifth Avenue/C Street will be studied with improvements designed. This study will build upon previous work at this location.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	501 Parking Services			\$25,000	
Construction	501 Parking Services				
	Subtotal			\$25,000	
Total Cost Estimate		\$25,000			

FUND 603: BUILDING MAINTENANCE

603.1 – Albert Park Ball Field: ADA Wheelchair Ramp and Access Improvements

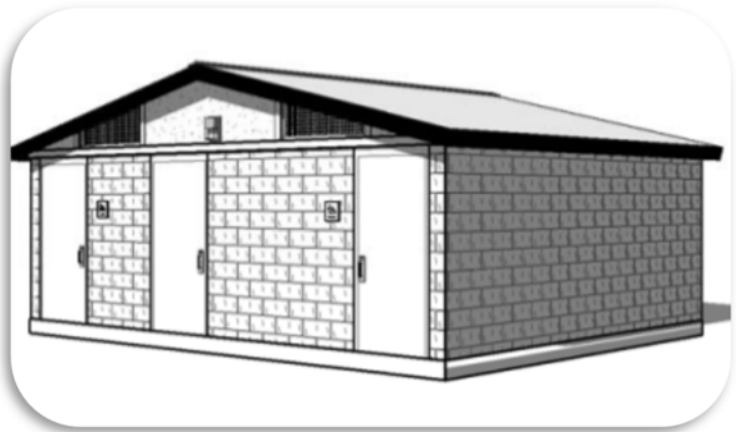
Albert Park Ball Field is utilized throughout the year for sporting events. This project includes ADA improvements, including a new wheelchair ramp adjacent to an existing staircase as well as improvements to the disabled parking stall and path of travel to the ball park field.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	603 Building Maintenance		\$40,000		
Construction	603 Building Maintenance			\$140,000	
	Subtotal		\$40,000	\$140,000	
Total Cost Estimate		\$180,000			

603.2 – Albert Park Ball Field: ADA Restrooms

This project will review alternatives and production of design documents for installation of an ADA-compliant, prefabricated restroom.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	603 Building Maintenance		\$30,000		
Construction	603 Building Maintenance			\$130,000	\$90,000
	Subtotal		\$30,000	\$130,000	\$90,000
Total Cost Estimate		\$250,000			

603.3 – Gerstle Park Restroom Repair

Project Information

The Facility Assessment Study, which was completed in 2018, identified deficiencies within several City facilities. This project is based on the recommendations in the study and includes replacing the siding of an existing restroom at Gerstle Park.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance			\$30,000	
	Subtotal			\$30,000	
Total Cost Estimate		\$30,000			

603.4 – Shoreline Park Restroom

Project Information

The restroom has been non-operational and closed for several years. Repairs are necessary to restore proper functioning of the restroom. The new restroom installed will be built to meet the latest ADA standards.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance	\$140,000			
	Subtotal	\$140,000			
Total Cost Estimate		\$140,000			

603.5 – City Hall: Council Chambers Accessibility and Security Improvements

Project Information

The project includes security upgrades to the Council Chambers for emergency access as well as installation of an ADA-compliant wheelchair ramp within the Chambers.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	603 Building Maintenance	\$9,000			
Construction	603 Building Maintenance		\$175,000		
	Subtotal	\$9,000	\$175,000		
Total Cost Estimate		\$184,000			

603.6 – B Street Community Center: Stage Area Electrical Panel Upgrade

Project Information

The B Street Community Center stage has been well used over many decades. The electrical panel system for stage lighting requires replacement to meet current electrical codes.



	Funding Source	Prior Funding	FY 2020-21	FY 2021-22	FY 2022-23
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance				\$160,000
	Subtotal				\$160,000
Total Cost Estimate		\$160,000			

Section V: Rating Categories and Project Ratings

RATING CATEGORIES	Health / Safety / Liability	Priority Initiative	Time-Sensitive Funds	Maintain/Enhance Functionality
WEIGHTING	35%	20%	25%	20%
RANK SCORING 1 to 10	7 - 10 strong contribution toward public health & safety and/or reduction of City liability	7 - 10 strong support from community/Council aligns with City goals	10 grant funded, urgent	7 - 10 urgent repair/rehab/ replacement of City asset necessary
	4 - 6 some improvement to public health & safety and/or reduction of City liability	4 - 6 some support from community/Council meets City objectives	7 grant funded, upcoming timeline 3 grant funded, no timeline	4 - 6 repair/rehab/replacement of City asset should be completed eventually
	0 - 3 little improvement to public health & safety and/or reduction of City liability	0 - 3 little support from community/Council little contribution toward City goals	0 not time sensitive	0 - 3 repair/rehab/replacement of City asset can be deferred

Health / Safety / Liability:

Projects that are critical to public health and safety or significantly reduce the City's risk of liability will receive a higher rating. This category includes projects which may be the result of litigation.

Priority Initiative:

This category assigns priority to projects based on the City's goals including the guiding principles of Together San Rafael, the General Plan, community and/or City Council supported projects, and equity.

Time-Sensitive Funds:

CIP projects funded by state/federal grants often have funding deadlines. Grant-funded projects will be rated higher and consider timely-use-of-fund requirements from the granting agency.

Maintain/Enhance Functionality:

This category rates projects according to the importance and urgency of the proposed repair, rehabilitation, or replacement. Proposed maintenance that can be deferred will be rated lower than pressing maintenance on a critical City asset.

Project Rating System

FUNDING SOURCE	PROJECT NAME	STATUS	% DESIGN COMPLETE	RANK SCORING 1 to 10	Health / Safety / Liability	Priority Initiative	Time- Sensitive Funds	Maintain / Enhance Functionality	
					35%	20%	25%	20%	
205	Stormwater	Rotary Manor Culvert Replacement	ACTIVE	30%	7.5	10	10	0	10
205	Stormwater	San Quentin Pump Station Reconstruction	ACTIVE	60%	7.1	10	8	0	10
205	Stormwater	Storm Drain Replacement at 2111 Francisco Boulevard East	ACTIVE	60%	5.8	8	6	0	9
205	Stormwater	MCSTOPP: Catch Basin Trash Capture: Feasibility Study		0%	5.7	7	8	0	8
205	Stormwater	East Street at Jessup Street Storm Drain Improvements		10%	5.4	8	5	0	8
205	Stormwater	C Street Storm Drain Improvements - First to Second Streets		0%	5.1	6	6	0	9
205	Stormwater	Los Gamos Road at Oleander Drive Flood Warning System		10%	5.0	8	7	0	4
205	Stormwater	First Street at D Street Storm Drain Improvements		0%	4.6	5	5	0	9
205	Stormwater	Woodland Avenue Storm Drain Improvements		0%	4.4	5	5	0	8
205	Stormwater	Las Casas Drainage Basin Repair		10%	4.2	5	5	0	7
205	Stormwater	Piombo Pump Station: Electrical Panel Replacement		0%	4.0	4	5	0	8
205	Stormwater	Levee Analysis Inventory Study		0%	3.1	3	8	0	2
205	Stormwater	Spinnaker Point Salt Marsh Remediation (Conceptual Design Only)		0%	1.7	2	3	0	2
206	Gas Tax - RMRA	Third Street Safety Improvements: Lindaro to Union	ACTIVE	30%	8.9	9	8	10	8
206	Gas Tax	Third Street Rehabilitation: Miracle Mile to Lindaro	ACTIVE	30%	7.8	8	8	7	8
206	Gas Tax	Canal Neighborhood Pedestrian Improvements	ACTIVE	30%	7.3	9	8	7	4
206	Gas Tax - RMRA	Francisco Boulevard East Resurfacing		10%	7.0	8	8	3	9
206	Gas Tax	B St at Woodland Ave: Box Culvert Ceiling Repairs		0%	7.0	10	8	0	9
206	Gas Tax	Public Safety Center Street Resurfacing		0%	7.0	9	10	0	9
206	Gas Tax	Woodland Ave Retaining Wall		0%	6.8	9	9	0	9
206	Gas Tax	San Rafael High School Crosswalk Improvements			6.7	8	8	5	5
206	Gas Tax	Lincoln Avenue Bridge Repair Study	ACTIVE	10%	6.4	7	7	3	9
206	Gas Tax	First Street at Mahon Creek Wall Repair		60%	6.4	9	8	0	8
206	Gas Tax - RMRA	Bungalow Avenue Resurfacing	ACTIVE	30%	6.3	6	9	3	8
206	Gas Tax	Southern Heights at Courtright Road Retaining Wall	ACTIVE	60%	6.2	9	7	0	8
206	Gas Tax	Schoen Park Modifications	ACTIVE	30%	5.7	6	10	0	8
206	Gas Tax	Fairhills Drive Slide Repair: Feasibility Study		10%	5.6	8	7	0	7
206	Gas Tax - RMRA	Center Street Resurfacing		60%	5.3	5	6	3	8
206	Gas Tax	Fourth Street Curb Ramp Replacement		0%	5.3	7	7	0	7
206	Gas Tax	Forbes Avenue at H Street Storm Drain Improvement		0%	5.1	7	6	0	7
206	Gas Tax - RMRA	Redwood Hwy Resurfacing (Civic Center to Smith Ranch)		0%	4.9	5	5	3	7
206	Gas Tax	Mission Ave (Boyd Park) Sidewalk Gap Closure (front of Falkirk)		0%	4.1	7	5	0	3
206	Gas Tax	Merrydale Pathway - North Connector Study	ACTIVE	90%	4.0	5	8	0	3
206	Gas Tax	121 Irwin St Headwall/Weir		10%	3.3	3	4	0	7
206	Gas Tax	Lincoln Avenue Curb Ramps	ACTIVE	60%	3.2	4	4	0	5
206	Gas Tax	Riviera Drive Resurfacing - Phase 1		10%	3.2	4	4	0	5
206	Gas Tax	Riviera Drive Resurfacing - Phase 2		10%	3.2	4	4	0	5
206	Gas Tax	Manderly Road Medians		0%	2.9	3	5	0	4
206	Gas Tax	Freitas Parkway and Montecillo Intersection (K-rail Only)		0%	2.7	6	3	0	0

Project Rating System

FUNDING SOURCE	PROJECT NAME	STATUS	% DESIGN COMPLETE	RANK SCORING 1 to 10	Health / Safety / Liability	Priority Initiative	Time- Sensitive Funds	Maintain / Enhance Functionality	
					35%	20%	25%	20%	
208	Childcare Fund	Childcare Portable Building Replacement (Silveira/Pickleweed/Lucas	ACTIVE	10%	7.5	10	10	0	10
208	Childcare Fund	Childcare Portable Building Replacement (Vallecito)			5.3	7	7	0	7
208	Childcare Fund	Parkside Preschool Playground Tent Replacement			5.3	7	6	0	8
235	Baypoint Lagoon Assessme	Cayes Pump Station Control System	ACTIVE	60%	6.1	6	7	3	9
241	Measure A: Parks	Park and Recreation Master Plan			6.2	8	9	0	8
241	Measure A: Parks	Bernard Hoffman Playground Improvements			6.0	8	6	0	10
241	Measure A: Parks	Gerstle Park Tennis Court Resurfacing and ADA Improvements			5.9	7	8	0	9
241	Measure A: Parks	Peacock Gap Tennis Court Resurfacing and ADA Improvements			5.9	7	8	0	9
241	Measure A: Parks	Boyd Park Tennis Court Resurfacing and ADA Improvements			5.9	7	8	0	9
241	Measure A: Parks	Santa Margarita Tennis/Basketball Court Resurfacing and ADA			5.9	7	8	0	9
241	Measure A: Parks	Sun Valley Park Playground Improvements			5.5	7	7	0	8
241	Measure A: Parks	Peacock Gap Park Playground Improvements			4.9	6	7	0	7
241	Measure A: Parks	Gerstle Park Playground Improvements			4.4	5	7	0	6
241	Measure A: Parks	Boyd Park Playground Improvements			4.0	5	5	0	6
241	Measure A: Parks	Pickleweed Park Field Renovation	ACTIVE	60%	3.2	1	10	0	4
241	Measure A: Parks	Terra Linda Community Center: Pool Shade Structure			3.1	3	4	0	6
241	Measure A: Parks	Terra Linda Community Center: Basketball Court Repaving			2.9	3	4	0	5
241	Measure A: Parks	Bernard Hoffman Drainage and Irrigation Improvements			2.0	1	3	0	5
241	Measure A: Parks	Starkweather Park Improvements			1.8	1	3	0	4
246	Traffic Mitigation	Third Street Intersection Improvements: Grand to Lindaro	ACTIVE		see 206	-	-	-	-
246	Traffic Mitigation	Safe Pathways Pedestrian Crossing Improvements			6.8	7	7	7	6
246	Traffic Mitigation	Fourth Street Signal System Improvements: B Street to Cijos Street			6.6	8	7	3	8
246	Traffic Mitigation	Citywide Traffic Signal Battery Backup Systems			6.0	7	7	3	7
246	Traffic Mitigation	North San Rafael Traffic Signal Connections			6.0	7	7	3	7
246	Traffic Mitigation	Bellam Boulevard and Vista Del Mar Pedestrian Improvements			5.8	7	7	3	6
246	Traffic Mitigation	Second Street Intersection Improvements	ACTIVE	0%	5.3	6	8	0	8
246	Traffic Mitigation	Fifth Avenue Signal System Improvements: Court to E Street			5.1	5	6	3	7
246	Traffic Mitigation	Freitas and Las Gallinas: Left turn signal head			5.1	6	5	3	6
246	Traffic Mitigation	Fourth Street at Miracle Mile Intersection Improvements			4.9	5	5	3	7
246	Traffic Mitigation	Safe Routes to School: Davidson Phase 2			4.7	5	5	3	6
246	Traffic Mitigation	Bellam Blvd and Andersen Dr Intersection Improvements			4.7	5	4	3	7
246	Traffic Mitigation	North San Pedro and Merrydale Intersection: Feasibility Study		0%	3.7	6	3	0	5
420	Measure E: Essential	Fire Stations 54 & 55 Remodel			7.5	10	10	0	10
420	Measure E: Essential	Repurposing of Former City Hall Police Station	ACTIVE		5.1	3	10	0	10
501	Parking Services	Seismic Upgrades to Parking Structures at Third/A Street and Third/C		0%	6.9	10	9	0	8
501	Parking Services	Seismic Upgrades to Parking Structure at Fifth Avenue/C Street		50%	6.9	10	9	0	8
501	Parking Services	Fifth Street and Garden Parking Lot Resurfacing		0%	6.2	8	9	0	8
501	Parking Services	Seismic Upgrades to Parking Structure at Third/Lootens		0%	4.7	10	0	0	6

Project Rating System

FUNDING SOURCE	PROJECT NAME	STATUS	% DESIGN COMPLETE	RANK SCORING 1 to 10	Health / Safety / Liability	Priority Initiative	Time- Sensitive Funds	Maintain / Enhance Functionality	
					35%	20%	25%	20%	
603	Building Maintenance	Albert Park Ball Field: ADA Wheelchair Ramp and Access Improvements	10%	7.5	10	10	0	10	
603	Building Maintenance	City Asset Condition Assessment Study	0%	7.5	10	10	0	10	
603	Building Maintenance	Albert Park Ball Field: ADA Restrooms	0%	6.5	10	10	0	5	
603	Building Maintenance	City Hall/Library Fire Sprinkler System (Study/Design Only)	0%	6.5	10	8	0	7	
603	Building Maintenance	Gerstle Park Restroom Repair	0%	6.3	10	5	0	9	
603	Building Maintenance	Shoreline Park Restroom	ACTIVE	100%	6.3	10	5	0	9
603	Building Maintenance	City Hall: Council Chambers Accessibility and Security Improvements	90%	6.1	10	7	0	6	
603	Building Maintenance	B Street Community Center: Stage Area Electrical Panel Upgrade	100%	5.9	10	5	0	7	
603	Building Maintenance	City Hall: Server Room Sewer Repair	0%	5.1	7	7	0	6	
603	Building Maintenance	Terra Linda Pool House Electrical Upgrades	0%	4.9	7	5	0	7	
603	Building Maintenance	B Street Community Center: Parking Lot Resurfacing	0%	4.5	7	5	0	5	
603	Building Maintenance	Pickleweed Park Resilience Hub	0%	4.3	6	6	0	5	
603	Building Maintenance	Terra Linda Community Center: HVAC Replacement	0%	3.1	3	5	0	5	
603	Building Maintenance	A.J. Boro Community Center: HVAC Repair	0%	3.1	3	5	0	5	
603	Building Maintenance	Resurface City Hall Parking Lots, Lower and Upper	0%	2.9	3	4	0	5	
603	Building Maintenance	Downtown Library: Reroof	0%	2.7	3	3	0	5	
603	Building Maintenance	Victor Jones Park Restroom Repair	0%	2.7	3	3	0	5	
603	Building Maintenance	Court Street Plaza Fountain Repair	0%	2.1	2	2	0	5	
603	Building Maintenance	Downtown Library: Children's Patio Enclosure	0%	2.1	2	3	0	4	
603	Building Maintenance	Terra Linda Recreation Center Hardscape Repair	0%	2.1	2	2	0	5	
603	Building Maintenance	A.J. Boro Community Center: Parking Lot Expansion (Schoen Park)	10%	2.0	0	5	0	5	
603	Building Maintenance	Downtown Library: Restroom Addition	0%	0.8	0	2	0	2	

Section VI: Project Funding Tables

Annual Programs									
Project Name	Funding Source	Prior Funding		FY 2020-21		FY 2021-22		FY 2022-23	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Stormwater System Maintenance	205		\$705,300		\$623,000		\$623,000		\$623,000
MCSTOPP: Catch Basin Trash Capture	206			See 205 Fund Below					
Bridge Maintenance	206				\$100,000		\$100,000		\$100,000
Replace CMP Storm Drains	206			See 205 Fund Below			\$100,000		\$100,000
Sidewalk Repair Program	206		\$350,000		\$350,000		\$350,000		\$350,000
Pavement Management Program	206				\$800,000		\$600,000		\$1,200,000
Bike and Pedestrian Master Plan Implementation	246		\$100,000		\$100,000		\$100,000		\$100,000
Citywide Crosswalk Improvements	246		\$100,000	See 246 Fund Below			\$100,000		\$100,000
Facility Repairs	603				\$120,000		\$120,000		\$120,000

Fund 205 - Stormwater									
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2020-21		FY 2021-22		FY 2022-23	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Rotary Manor Culvert Replacement	7.5	\$164,000		\$15,000					
External (Non-Stormwater Account) Fund									\$750,000
San Quentin Pump Station Reconstruction	7.1	\$375,000							
Grant: Unsecured									
Storm Drain Replacement at 2111 Francisco Boulevard East	5.8				\$100,000				
MCSTOPP: Catch Basin Trash Capture: Feasibility Study	5.7			\$30,000					
Other Funds: Annual Program 'MCSTOPP: Catch Basin Trash Capture '				\$100,000					
East Street at Jessup Street Storm Drain Improvements	5.4					\$45,000			
C Street Storm Drain Improvements - First to Second Streets	5.1					\$40,000			
Los Gamos Road at Oleander Drive Flood Warning System	5						\$50,000		
First Street at D Street Storm Drain Improvements	4.6				\$65,000				
Other Funds: Annual Program 'Replace CMP Storm Drains'					\$100,000				
Woodland Avenue Storm Drain Improvements	4.4							\$100,000	
Unfunded Projects Shown Below									
Las Casas Drainage Basin Repair	4.2								
Piombo Pump Station: Electrical Panel Replacement	4								
Levee Analysis Inventory Study	3.1								
Spinnaker Point Salt Marsh Remediation (Conceptual Design Only)	1.7								
Grant: Measure AA (Unsecured)									
Subtotal Fund 205 Only					\$210,000		\$135,000		\$100,000
Subtotal Non-205 Funds					\$200,000		\$0		\$750,000
Grand Total (All Fund Types)					\$410,000		\$135,000		\$850,000

Fund 206 - Gas Tax									
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2020-21		FY 2021-22		FY 2022-23	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Southern Heights Bridge Replacement	In Progress	\$3,000							
Grant: Caltrans HBP		\$718,000			\$4,000,000				
Third Street at Hetherton Street Improvements	In Progress	\$25,000							
Grant: Caltrans HSIP		\$60,000	\$500,000						
Smith Ranch Road Resurfacing	In Progress	\$8,000							
SB1: Road Maintenance & Rehab Account (RMRA)			\$1,210,000						
Francisco Boulevard West MUP Phase II	In Progress								
Grant: TDA Funds Article 3					\$568,000				
Grant: California Natural Resources Agency - Urban Greening Grant		\$250,000			\$950,000				
Grant: TAM Safe Pathways					\$400,000				
Grant: Air Quality Management District Grant (MUP Phase I rollover)					\$100,000				
Francisco Boulevard East Sidewalk Widening	In Progress	\$318,000							
Grant: Caltrans ATP			\$4,025,000						
Grant: Caltrans CMAQ					\$2,100,000				
NB 101 Offramp - Second Right Turn Lane	In Progress	\$41,000							
Third Street Safety Improvements: Lindaro to Union	8.9	\$31,000							
SB1: Road Maintenance & Rehab Account (RMRA)							\$1,000,000		
Grant: Measure A Major Road Improvements							\$1,000,000		
Grant: Caltrans HSIP		\$280,000					\$1,295,000		
Transfer from Fund 246							\$800,000		
Third Street Rehabilitation: Miracle Mile to Lindaro	7.8								
Grant: State-Local Partnership Program							\$1,500,000		
Grant: Measure A Major Road Improvements		\$1,300,000					\$8,700,000		
Canal Neighborhood Pedestrian Improvements	7.3	\$58,000			\$35,000				
Grant: Lifeline Phase 3					\$248,000				
Francisco Boulevard East Resurfacing	7								
SB1: Road Maintenance & Rehab Account (RMRA)					\$1,600,000				
B St at Woodland Ave: Box Culvert Ceiling Repairs	7	\$10,000		\$30,000	\$300,000				
Public Safety Center Street Resurfacing	7	\$16,000			\$465,000				
Woodland Ave Retaining Wall	6.8			\$75,000			\$420,000		
San Rafael High School Crosswalk Improvements	6.7				\$100,000				
Grant: TAM Safe Pathways					\$100,000		\$300,000		
Lincoln Avenue Bridge Repair Study	6.4	\$12,000							
Grant: Unsecured									
First Street at Mahon Creek Wall Repair	6.4	\$16,000					\$250,000		
Bungalow Avenue Resurfacing	6.3			\$50,000	\$525,000				
Southern Heights at Courtright Road Retaining Wall	6.2	\$148,000		\$30,000					\$600,000
Schoen Park Modifications	5.7	\$73,000		\$10,000	\$675,000				
Fairhills Drive Slide Repair: Feasibility Study	5.6					\$40,000			
Center Street Resurfacing	5.3							\$60,000	
Fourth Street Curb Ramp Replacement	5.3							\$60,000	
Grant: Unsecured									
Forbes Avenue at H Street Storm Drain Improvement	5.1				\$30,000				
Unfunded Projects Shown Below									
Redwood Hwy Resurfacing (Civic Center to Smith Ranch)	4.9								
SB1: Road Maintenance & Rehab Account (RMRA)									
Mission Ave (Boyd Park) Sidewalk Gap Closure (front of Falkirk)	4.1								
Merrydale Pathway - North Connector Study	4	\$181,244							
Grant: Unsecured									
121 Irwin St Headwall/Weir	3.3	\$6,200							
Lincoln Avenue Curb Ramps	3.2	\$195,000							
Riviera Drive Resurfacing - Phase 1	3.2	\$19,000							
Riviera Drive Resurfacing - Phase 2	3.2								
Manderly Road Medians	2.9								
Freitas Parkway and Montecillo Intersection (K-rail Only)	2.7								
Subtotal Fund 206 Only					\$2,325,000		\$710,000		\$720,000
Subtotal RMRA Funds Only					\$1,600,000		\$1,000,000		\$0
Subtotal Other Funds (Non-206/Non-RMRA)					\$8,466,000		\$13,595,000		\$0
Grand Total (All Fund Types)					\$12,391,000		\$15,305,000		\$720,000

Fund 208 - Childcare									
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2020-21		FY 2021-22		FY 2022-23	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Childcare Portable Building Replacement (Silveira/Pickleweed/Lucas Valley)	7.5	\$166,000							
Unfunded Projects Shown Below									
Parkside Preschool Playground Tent Replacement	5.3								
Childcare Portable Building Replacement (Vallecito)	5.3								
Total from Fund 208				\$0		\$0		\$0	

Fund 235 - Baypoint Lagoon Assessment District									
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2020-21		FY 2021-22		FY 2022-23	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Cayes Pump Station Control System	6.1	\$74,000							
Transfer from CIP Engineering Operating Budget		\$6,000							
Grant: CDBG 2020-22					\$85,328				
Grant: Unsecured									
Subtotal Fund 235 Only				\$0		\$0		\$0	
Subtotal Non-235 Funds				\$85,328					
Grand Total (All Fund Types)				\$85,328					

Fund 241 - Measure A: Parks									
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2020-21		FY 2021-22		FY 2022-23	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Park and Recreation Master Plan	6.2			\$150,000		Anticipated projects to be funded in future years pending outcome of the Citywide Playground/Park Assessment Study to be completed during FY 20/21.			
Bernard Hoffman Playground Improvements	6								
Peacock Gap Tennis Court Resurfacing and ADA Improvements	5.9								
Grant: Prop 68 Per Capita									
Santa Margarita Tennis/Basketball Court Resurfacing and ADA Improvements	5.9								
Grant: Prop 68 (Unsecured)									
Gerstle Park Tennis Court Resurfacing and ADA Improvements	5.9								
Boyd Park Tennis Court Resurfacing and ADA Improvements	5.9								
Sun Valley Park Playground Improvements	5.5								
Peacock Gap Park Playground Improvements	4.9								
Gerstle Park Playground Improvements	4.4								
Boyd Park Playground Improvements	4								
Pickleweed Park Field Renovation	3.2	\$20,000							
Unfunded Projects Shown Below									
Terra Linda Community Center: Pool Shade Structure	3.1								
Terra Linda Community Center: Basketball Court Repaving	2.9								
Bernard Hoffman Drainage and Irrigation Improvements	2								
Starkweather Park Improvements	1.8								
Total from Fund 241				\$150,000		\$0		\$0	

Fund 246 - Traffic Mitigation									
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2020-21		FY 2021-22		FY 2022-23	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Third Street Safety Improvements: Lindaro to Union (transfer to Fund 206)	See 206						\$300,000		\$500,000
Bike Connection from Second/Tamalpais to Third/Tamalpais	In Progress	\$10,000	\$30,000						
C and D Streets Conversion to Two-way Streets	In Progress		\$120,000						
Downtown Traffic Signal Modernization	In Progress	\$300,000	\$192,000						
Grant: MTC Innovative Developments to Enhance Arterials (IDEA)			\$830,000						
Safe Pathways Pedestrian Crossing Improvements	6.8				\$300,000				
Grant: TAM Safe Pathways		\$40,000			\$160,000				
Fourth Street Signal System Improvements: B Street to Cijos Street	6.6			\$50,000			\$75,000		\$200,000
Citywide Traffic Signal Battery Backup Systems	6				\$75,000				\$75,000
North San Rafael Traffic Signal Connections	6			\$50,000					\$75,000
Bellam Boulevard and Vista Del Mar Pedestrian Improvements	5.8	\$20,000							
Other Funds: Annual Program 'Citywide Crosswalk Improvements'					\$100,000				
Second Street Intersection Improvements	5.3	\$280,000		\$100,000					\$200,000
Unfunded Projects Shown Below									
Fifth Avenue Signal System Improvements: Court to E Street	5.1								
Freitas and Las Gallinas: Left turn signal head	5.1								
Fourth Street at Miracle Mile Intersection Improvements	4.9								
Bellam Blvd and Andersen Dr Intersection Improvements	4.7								
Safe Routes to School: Davidson Phase 2	4.7								
North San Pedro and Merrydale Intersection: Feasibility Study	3.7								
Subtotal 246 Funds				\$675,000		\$375,000		\$1,050,000	
Subtotal Non-246 Funds				\$160,000		\$0		\$0	
Grand Total (All Fund Types)				\$835,000		\$375,000		\$1,050,000	



Fund 420 - Essential Facilities									
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2020-21		FY 2021-22		FY 2022-23	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Fire Stations 54 & 55 Remodel	7.5	\$655,000			\$6,718,000				
Repurposing of Former City Hall Police Station	5.1				\$400,000				
Total from Fund 420				\$7,118,000		\$0		\$0	







Fund 501 - Parking Services									
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2020-21		FY 2021-22		FY 2022-23	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Seismic Upgrades to Parking Structure at Fifth Avenue/C Street	6.9					\$25,000			
Unfunded Projects Shown Below									
Seismic Upgrades to Parking Structures at Third/A Street and Third/C Street	6.9								
Fifth Street and Garden Parking Lot Resurfacing	6.2								
Seismic Upgrades to Parking Structure at Third/Lootens	4.7								
Total from Fund 501				\$0		\$25,000		\$0	

Fund 603 - Building Maintenance									
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2020-21		FY 2021-22		FY 2022-23	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Albert Park Ball Field: ADA Wheelchair Ramp and Access Improvements	7.5			\$40,000			\$140,000		
Albert Park Ball Field: ADA Restrooms	6.5			\$30,000			\$130,000		\$90,000
Gerstle Park Restroom Repair	6.3						\$30,000		
Shoreline Park Restroom	6.3		\$140,000						
City Hall: Council Chambers Accessibility and Security Improvements	6.1	\$9,000			\$175,000				
B Street Community Center: Stage Area Electrical Panel Upgrade	5.9								\$160,000
Unfunded Projects Shown Below									
Terra Linda Pool House Electrical Upgrades	4.9								
B Street Community Center: Parking Lot Resurfacing	4.5								
Pickleweed Park Resilience Hub	4.3								
A.J. Boro Community Center: HVAC Repair	3.1								
Terra Linda Community Center: HVAC Replacement	3.1								
Resurface City Hall Parking Lots, Lower and Upper	2.9								
Downtown Library: Reroof	2.7								
Victor Jones Park Restroom Repair	2.7								
Court Street Plaza Fountain Repair	2.1								
Downtown Library: Children's Patio Enclosure	2.1								
Terra Linda Recreation Center Hardscape Repair	2.1								
A.J. Boro Community Center: Parking Lot Expansion (Schoen Park)	2								
Downtown Library: Restroom Addition	0.8								
Total from Fund 603				\$245,000		\$300,000		\$250,000	

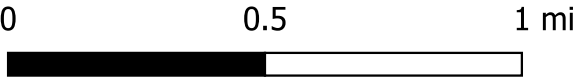
Section VII: Project Locations

List of CIP Projects

	Fund 205 - Stormwater
Label	Project Name
205.1	Rotary Manor Culvert Replacement
205.2	San Quentin Pump Station Reconstruction
205.3	Storm Drain Replacement at 2111 Francisco Boulevard East
205.4	MCSTOPP: Catch Basin Trash Capture: Feasibility Study
205.5	East Street at Jessup Street Storm Drain Improvements
205.6	C Street Storm Drain Improvements - First to Second Streets
205.7	Los Gamos Road at Oleander Drive Flood Warning System
205.8	First Street at D Street Storm Drain Improvements
205.9	Woodland Avenue Storm Drain Improvements
	Fund 206 - Gas Tax
Label	Project Name
206.1	Southern Heights Bridge Replacement
206.2	Third Street at Hetherton Street Improvements
206.3	Smith Ranch Road and Lucas Valley Road Resurfacing
206.4	Francisco Boulevard West MUP Phase II
206.5	Francisco Boulevard East Sidewalk Widening
206.6	NB 101 Offramp - Second Right Turn Lane
206.7	Third Street Safety Improvements: Lindaro to Union
206.8	Third Street Rehabilitation: Miracle Mile to Lindaro
206.9	Canal Neighborhood Pedestrian Improvements
206.10	Francisco Boulevard East Resurfacing
206.11	B St at Woodland Ave: Box Culvert Ceiling Repairs
206.12	Public Safety Center Street Resurfacing
206.13	Woodland Ave Retaining Wall
206.14	San Rafael Highschool Crosswalk Improvements
206.15	Lincoln Avenue Bridge Repair Study
206.16	First Street at Mahon Creek Wall Repair
206.17	Bungalow Avenue Resurfacing
206.18	Southern Heights at Courtright Road Retaining Wall
206.19	Schoen Park Modifications
206.20	Fairhills Drive Slide Repair: Feasibility Study
206.21	Center Street Resurfacing
206.22	Fourth Street Curb Ramp Replacement
206.23	Forbes Street at H Street: Storm Drain Improvement

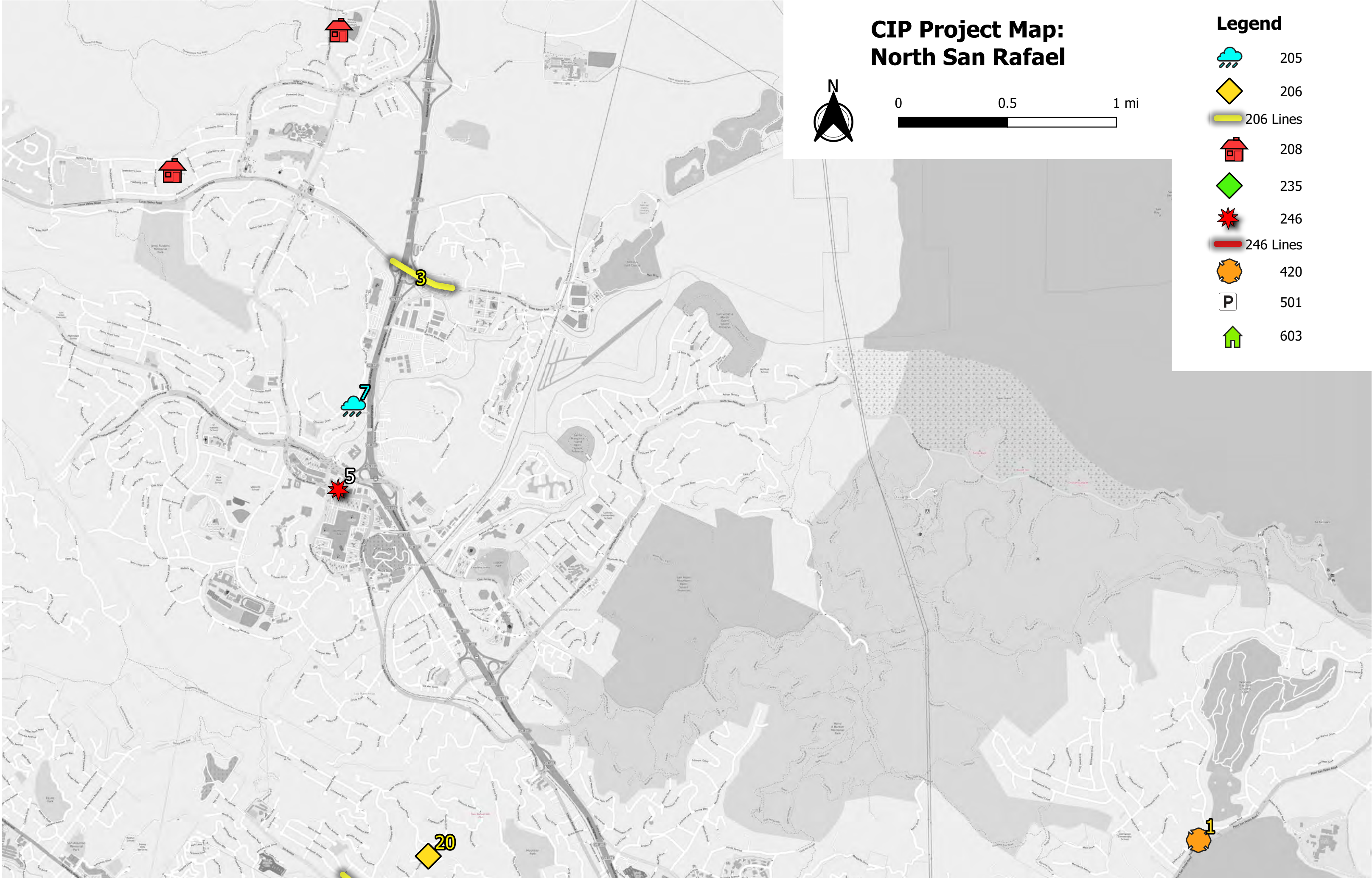
	Fund 208 - Childcare
Label	Project Name
208.1	Childcare Portable Building Replacement (Silveira, Pickleweed and Lucas Valley)
	Fund 235 - Baypoint Lagoon Assessment District
Label	Project Name
235.1	Cayes Pump Station Control System
	Fund 246 - Traffic Mitigation
Label	Project Name
246.1	Bike Connection from Second/Tamalpais to Third/Tamalpais
246.2	C and D Streets Conversion to Two-way Streets
246.3	Innovative Developments to Enhance Arterials (IDEA) Grant
246.4	Fourth Street Signal System Improvements: B Street to Cijos Street
246.5	North San Rafael Traffic Signal Connections
246.6	Second Street Intersection Improvements
	Fund 420 - Essential Facilities
Label	Project Name
420.1	Fire Station 54 & 55 Remodel
420.2	Repurposing of Former City Hall Police Station
	Fund 501 - Parking Services
Label	Project Name
501.1	Seismic Upgrades to Parking Structure at Fifth Avenue/C Street
	Fund 603 - Building Maintenance
Label	Project Name
603.1	Albert Park Ball Field: ADA Wheelchair Ramp and Access Improvements
603.2	Albert Park Ball Field: ADA Restrooms
603.3	Gerstle Park Restroom Repair
603.4	Shoreline Park Restroom
603.5	City Hall: Council Chambers Accessibility and Security Improvements
603.6	B Street Community Center: Stage Area Electrical Panel Upgrade

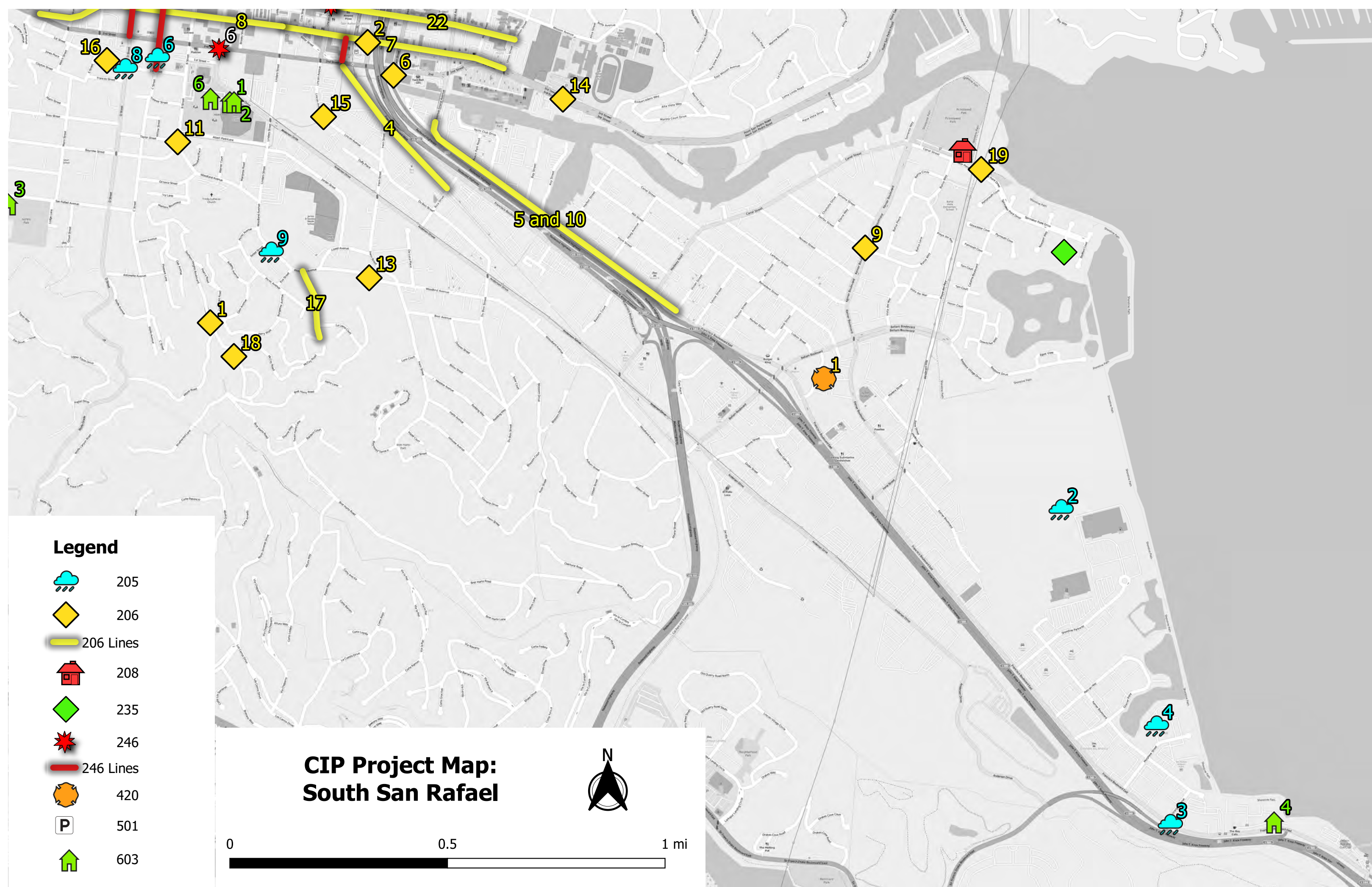
CIP Project Map:
North San Rafael



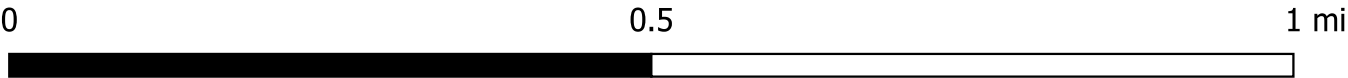
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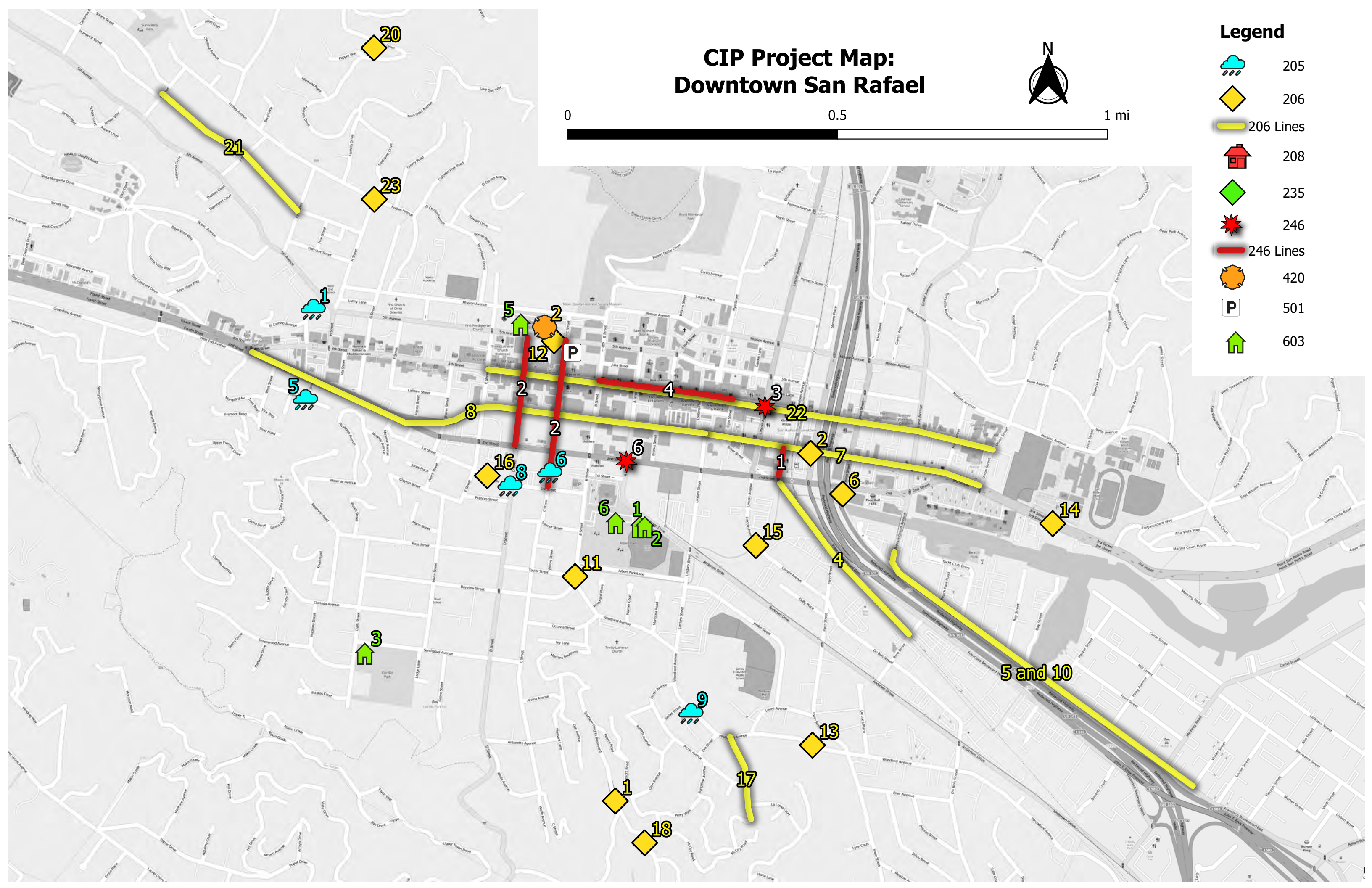


CIP Project Map: Downtown San Rafael



Legend

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- 206 Lines
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- 235
- 246
- 246 Lines
- 420
- 501
- 603



Cover Page

Attachment 5. – Resolution Approving Fiscal Year 2020-2021 Gann Appropriations Limit, and Exhibits A and B

Exhibit 1 – Gann Limitation Calculation Fiscal Year 2020-21

Exhibit 2 – City of San Rafael Appropriation Limit Analysis FY 2020-21

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL APPROVING FISCAL YEAR 2020-2021 GANN APPROPRIATIONS LIMIT AT \$143,208,909

WHEREAS, California Constitution Article XIII B, which was approved as Proposition 4 by the voters of the State of California on November 6, 1979, imposes on the state and on each local jurisdiction a limitation on the amount of budget appropriations they are permitted to make annually (the "Appropriations Limit", sometimes referred to as the "Gann Appropriations Limit") and limits changes in the Appropriations Limit to an annual adjustment for the change in the cost of living and the change in population; and

WHEREAS, California Government Code Section 7910, which implements Article XIII B, requires that the governing body of each local jurisdiction shall establish its Appropriations Limit at a regularly scheduled meeting or noticed special meeting; and

WHEREAS, as permitted by Proposition 111, adopted by the voters in 1990, the City has elected to use the percent change in the population of San Rafael from January 1, 2019 to January 1, 2020, and the percent change in California's per capita personal income, for the calculation of the annual adjustment to the City's Appropriations Limit; and

WHEREAS, documentation used in the determination of the City's Appropriations Limit has been available to the public in the Finance Department as provided by Government Code Section 7910;

NOW, THEREFORE, BE IT RESOLVED that the City Council of San Rafael, pursuant to the provisions of Article XIII B and Government Code Sections 7901 through 7914, does hereby establish the Appropriations Limit for fiscal year 2020-2021 for the City of San Rafael at \$143,208,909 as documented in Exhibit A, and further establishes the 2020-2021 Appropriations Subject to the Gann Appropriations Limit at \$73,554,079 as documented in Exhibit B, which Exhibits are attached hereto and incorporated herein by reference as though fully set forth.

I, LINDSAY LARA, Clerk of the City of San Rafael, hereby certify that the foregoing resolution was duly and regularly introduced and adopted at a regular meeting

on the City Council of said City held on Monday, the 15th day of June 2020, by the following vote to wit:

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

LINDSAY LARA, City Clerk

GANN LIMITATION CALCULATION
Fiscal Year 2020-21

Fiscal Year	(A) Cost of Living		(B) Change in Population		Factor (Highest B X Highest A)	Prior Year Limitation	Current Year Limitation	Subject to Gann Limit	Variance Gann 'gap'
	California Per Capita Personal Income (Source: State)	Change in Assessment Roll for Nonresidential Construction (Source: County)	Change in Population for San Rafael (Source: State)	Change in Population for Marin County (Source: State)					
94/95							\$ 24,635,128		
95/96	4.72		0.60	1.22	1.060000	x \$ 24,635,128 =	\$ 26,113,235		
96/97	4.67	5.50	1.37	1.43	1.070000	x \$ 26,113,235 =	\$ 27,941,557		
97/98	4.67	5.40	2.17	1.64	1.080000	x \$ 27,941,557 =	\$ 30,176,882		
98/99	4.15	6.80	1.42	1.56	1.080000	x \$ 30,176,882 =	\$ 32,591,032		
99/00	4.53	6.26	1.47	1.62	1.079800	x \$ 32,591,032 =	\$ 35,192,257		
00/01	4.91	9.27	1.50	1.82	1.112600	x \$ 35,192,257 =	\$ 39,154,905		
01/02	7.82	6.67	0.53	0.72	1.086000	x \$ 39,154,905 =	\$ 42,522,227		
02/03	-1.27	5.15	0.69	0.81	1.060000	x \$ 42,522,227 =	\$ 45,073,561		
03/04	2.31	2.43	1.45	0.77	1.039152	x \$ 45,073,561 =	\$ 46,838,297		
04/05	3.28	2.06	-0.16	2.53	1.058900	x \$ 46,838,297 =	\$ 49,597,072	\$ 39,274,542	\$ 10,322,530
05/06	5.26	1.59	0.07	0.33	1.056100	x \$ 49,597,072 =	\$ 52,379,468	\$ 43,215,534	\$ 9,163,934
06/07	3.96	0.57	0.49	0.74	1.047300	x \$ 52,379,468 =	\$ 54,857,017	\$ 47,167,477	\$ 7,689,540
07/08	4.42	2.09	0.97	0.97	1.054300	x \$ 54,857,017 =	\$ 58,867,753	\$ 53,279,474	\$ 5,588,279
08/09	4.29	2.63	0.68	0.93	1.052600	x \$ 58,867,753 =	\$ 61,964,197	\$ 54,394,753	\$ 7,569,444
09/10	0.62	6.65	0.57	0.81	1.075100	x \$ 61,964,197 =	\$ 66,617,708	\$ 51,368,817	\$ 15,248,891
10/11	-2.54	39.62	0.79	0.93	1.409200	x \$ 66,617,708 =	\$ 93,877,675	\$ 48,469,424	\$ 45,408,251
11/12	2.51	-34.13	0.81	0.90	1.034300	x \$ 93,877,675 =	\$ 100,987,679	\$ 50,180,413	\$ 50,807,266
12/13	3.77	0.12	0.92	1.05	1.048600	x \$ 100,987,679 =	\$ 105,895,680	\$ 51,825,702	\$ 54,069,978
13/14	5.12	2.09	0.34	0.42	1.055600	x \$ 105,895,680 =	\$ 110,641,157	\$ 54,313,859	\$ 56,327,297
14/15	-0.23	0.85	0.39	0.42	1.012700	x \$ 110,641,157 =	\$ 112,046,300	\$ 56,717,201	\$ 55,329,098
15/16	3.82	7.99	0.60	0.73	1.087800	x \$ 112,046,300 =	\$ 117,140,576	\$ 65,177,999	\$ 51,962,576
16/17	5.37	0.68	0.12	0.33	1.057200	x \$ 117,140,576 =	\$ 123,841,017	\$ 71,967,785	\$ 51,873,231
17/18	3.69	0.11	0.25	0.18	1.039500	x \$ 123,841,017 =	\$ 128,732,737	\$ 74,893,075	\$ 53,839,661
18/19	3.67	0.06	-0.02	0.17	1.038500	x \$ 128,732,737 =	\$ 133,688,947	\$ 77,599,200	\$ 56,089,748
19/20	3.85	0.26	0.04	-0.01	1.038900	x \$ 133,688,947 =	\$ 138,889,447	\$ 82,867,376	\$ 56,022,071
20/21	3.73	1.91	-0.66	-0.60	1.031100	x \$ 138,889,447 =	\$ 143,208,909	\$ 73,554,079	\$ 69,654,830

= Value selected for Factor calculation

(a) Includes increase for Paramedic Tax Revenue Generated by Measure P

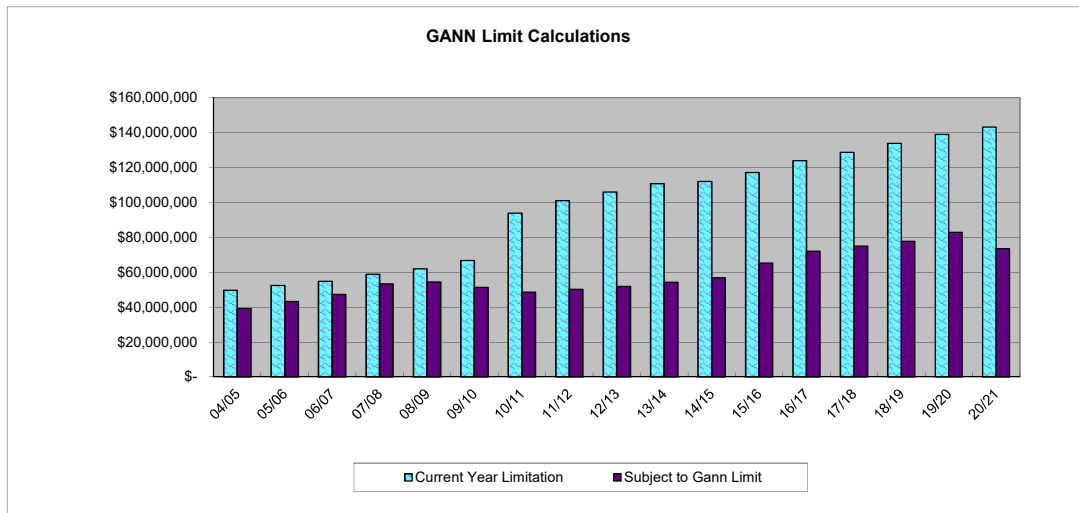
(b) Includes increase for Paramedic Tax Revenue Generated by Measure I

(c) Reduce the limit by \$1,142,323 to reflect the amount associated with Measure P at the time the limit was increased in fiscal year 2011-2012 for Measure I

(d) 2015-16 - The Limit is reduced by \$4,743,389 for the Paramedic Tax - Measure I for the increase of \$3,890,000 added in 2011 - 2012 that "Sunset" or Expired after 4 years at the end of 2015.

(e) 2020-21 - Appropriations subject to the limit declined due to both the reduction in budgeted revenues as a result of the COVID-19 pandemic as well as the exclusion of debt service on the 2018 bonds beginning in FY21.

Note: County assessment roll factor for FY10/11 is an outlier. Reclaculate using State per capita income factor for FY10/11 to ensure that the city falls below the Gann limit under each scenario for conservatism.



City of San Rafael
Appropriation Limit Analysis
FY 2020-21

Total Appropriations	Fund #	2020-2021 Adopted Budget	Less Exempt Expenditures	Less Non-Tax Revenues	2020-2021 Appropriations Subject to Gann Limit
General Fund	001	\$ 76,560,408	\$ 797,467	\$ 12,414,662	\$ 63,348,279
Abandoned Vehicle Abatement Fund	200	162,146	1,309	160,100	737
Storm Water Fund	205	840,000	-	836,424	3,576
Emergency Medical Services Fund	210	8,142,999	166,309	3,192,047	4,784,643
Library Fund	214	40,000	-	18,000	22,000
Library Special Assessment Fund	215	1,097,531	13,942	-	1,083,589
Measure G - Cannabis	216	300,001	952	-	299,049
General Plan Special Revenue Fund	218	1,464,130	7,156	776,956	680,018
Recreation Revolving Fund	222	3,869,165	49,245	1,868,377	1,951,543
Police Youth Service fund	230	98,760	983	75,000	22,777
Measure A Open Space Fund	241	365,003	-	-	365,003
Measure C Wildfire Prevention Parcel Tax	242	313,225	1,673	-	311,552
Open Space Fund	405	-	-	-	-
LongTerm Capital Outlay (Excess of \$100K & 10yr Life)	N/A	-	-	-	-
General Fund Debt Service - Capital Outlays	N/A	5,020,811	4,339,498	-	681,313
Total Appropriations		\$ 98,274,180	\$ 5,378,534	\$ 19,341,566	\$ 73,554,079
Appropriation Limit from Revised Growth Limit					\$ 143,208,909
Available Room Under Appropriation Limit					\$ 69,654,830