



**SAN RAFAEL CITY COUNCIL AGENDA REPORT**

Department: Finance

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City Manager Approval:  \_\_\_\_\_

**TOPIC: FINAL CITYWIDE BUDGET FOR FISCAL YEAR 2024-25, GANN LEGAL SPENDING LIMIT, MEASURE A WORK PLAN, CAPITAL IMPROVEMENT PROGRAM, AND CAPITAL AND INFRASTRUCTURE WORKPLAN**

- SUBJECT:**
1. **RESOLUTION APPROVING THE CITYWIDE BUDGET AND CAPITAL IMPROVEMENT PROGRAM BUDGET FOR THE FISCAL YEAR 2024-25; PROVIDING FOR THE APPROPRIATIONS AND EXPENDITURE OF ALL SUMS SET FORTH IN THE BUDGET IN THE AMOUNT OF \$211,121,633, WITH NET APPROPRIATIONS OF \$179,844,098.**
  2. **RESOLUTION APPROVING FISCAL YEAR 2024-25 GANN APPROPRIATIONS LIMIT AT \$185,036,651.**
  3. **RESOLUTION APPROVING THE MEASURE A WORK PLAN FOR PROPOSED EXPENDITURE OF MEASURE A FUNDS FOR FY 2024-25**
  4. **APPROVAL OF THE CAPITAL IMPROVEMENT PROGRAM – FY 2024-25 THROUGH FY 2026-27 AND RELATED CAPITAL AND TRANSPORTATION INFRASTRUCTURE WORKPLAN**

**EXECUTIVE SUMMARY:**

This report presents the final proposed citywide budget for Fiscal Year (FY) 2024-25. This item represents the culmination of the budget development process that has included considerable cross-departmental collaboration and City Council input. A status report on achieving the 2023-2025 City Council Goals and Objectives was presented at the City Council meeting on May 20<sup>th</sup>. Most recently, the Preliminary Proposed FY 2024-25 Budget was presented and discussed at the City Council meeting on June 5<sup>th</sup>. This agenda item incorporates feedback received from the City Council as well as minor revisions to the FY 2024-25 budget and is presented for City Council consideration and adoption.

**RECOMMENDATION:**

1. Adopt a resolution approving the Citywide Budget and Capital Improvement Program for the Fiscal Year 2024-25, providing for the appropriations and expenditure of all sums set

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FOR CITY CLERK ONLY

Council Meeting:

forth in the budget in the amount of \$211,121,633 with net appropriations of \$179,844,098. (Attachment 1)

2. Adopt a resolution approving the Fiscal Year 2024-25 Gann Appropriations Limit. (Attachment 2)
3. Adopt a resolution approving the Measure A Work Plan for Fiscal Year 2024-25 (Attachment 3).
4. Approval of the Capital Improvement Program – FY 2024-25 through FY 2026-27 (Attachment 4) and related Capital and Transportation Infrastructure Workplan FY 2023-25 (Attachment 5)

**BACKGROUND:**

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. It is through these resources that programs and services are provided, and capital investments are made to meet the needs of the community. As a result, in addition to considering the constraints imposed by current and projected resources available to meet these needs, the annual budget and multi-year capital plan are aligned with the [City Council’s Goals and Objectives](#) as well as fiscal policies approved by the City Council.

To balance these objectives, the budget supporting ongoing operations and service levels must be funded largely through recurring revenues, while one-time projects and capital investments are funded through a combination of recurring and one-time funding sources, as well as available fund balances identified for specific projects and initiatives. Another primary objective of the budget development process is to ensure the sustainability of City programs and services through the three- to five-year planning horizon to ensure that service levels and community needs can continue to be met in the future and that the FY 2024-25 budget does not compromise the City’s long-term fiscal condition.

The Final Proposed FY 2024-25 All Funds Budget reflects expenditure appropriations of \$211,121,633, including operations (\$164,649,064), capital (\$33,260,763), and transfers (\$13,211,806). This level of expenditure appropriations, representing an increase of 8.0% over the original FY 2023-24 adopted budget, is supported through a combination of FY 2024-25 revenues (\$177,340,360), transfers (\$13,211,806) and available fund balances (\$20,569,467). The Final Proposed FY 2024-25 budget supports an authorized staffing level of 416.34 full-time equivalent positions, unchanged from the FY 2023-24 Final Budget (and representing a net reduction of 9.72 FTE when compared to the FY 2023-24 Adopted Budget).

The Final Proposed FY 2024-25 General Fund budget reflects recommended appropriations of \$112,291,757, supporting ongoing General Fund operational expenditures as well as selected one-time funding needs and transfers. This level of appropriations is supported through projected FY 2024-25 revenues of \$103,790,510 and the use of available one-time assigned fund balance of \$8,501,247. Expenditures for City programs and services supported by the General Fund are proposed to increase by 4.3% (excluding transfers) over the levels provided for in the FY 2023-24 Adopted Budget.

Overall, the appropriations included in the Final Proposed FY 2024-25 budget, as presented herein, are within the City’s constitutional GANN spending limit.

This report will focus on the following key areas:

- 1) Update on Current Budget – Fiscal Year 2023-24
- 2) City Council Goals and Objectives
- 3) FY 2024-25 Proposed Budget Highlights
  - a) All Funds Citywide Budget Summary
  - b) General Fund Budget Summary
  - c) Summary of Funding Recommendations
- 3) FY 2024-25 Capital Improvement Program (CIP) Budget
- 4) Funding Status of Pension Obligations
- 5) General Fund Reserves and Fund Balance
- 6) GANN Appropriations Limit
- 7) Staffing Levels / Job Classification Changes

A separate companion staff report was presented to the City Council at their meeting on [May 20<sup>th</sup>](#) that provided a status update on progress toward the City Council’s 2023-25 Goals and Objectives across Policy Focus Areas and City Service Areas. The Final Proposed FY 2024-25 Budget is intended to allocate available resources to advance key initiatives and projects aligned with the City Council’s stated priorities while maintaining service levels for baseline city programs, services, and operations.

**ANALYSIS:**

**Current Budget - Fiscal Year 2023-24 Third Quarter Update**

All Funds

Table 1 provides current year (FY 2023-24) revenue and expenditure results through the third quarter of the fiscal, ending March 31, 2024.

- All Funds revenues through the third quarter were recorded at \$117.65 million, which represented 68.1% of the amended budget of \$172.68 million.
- All Funds expenditures for the same period were recorded at \$130.33 million, or 61.5% of the amended FY 2023-24 budget of \$211.95 million.

**Table 1: All Funds Revenue and Expenditure Results (through 3/31/24)**

All Funds	Adopted Budget FY 2023-24	Amended Budget FY 2023-24	Actual Results Through 3/31/24	% of Amended FY2023-24 Budget
<b>Revenues</b>	167,575,656	170,857,209	116,616,641	68.3%
Transfers in	1,827,461	1,827,461	1,030,439	56.4%
<b>Total Resources</b>	<b>169,403,117</b>	<b>172,684,670</b>	<b>117,647,080</b>	<b>68.1%</b>
<b>Expenditures</b>	193,400,751	205,306,716	124,232,326	60.5%
Transfers out	2,207,000	6,644,483	6,094,483	91.7%
<b>Total Appropriations</b>	<b>195,607,751</b>	<b>211,951,199</b>	<b>130,326,809</b>	<b>61.5%</b>
<b>Net Results</b>	<b>(26,204,634)</b>	<b>(39,266,529)</b>		

General Fund

**Revenues:** The original FY 2023-24 budget, adopted on June 5, 2023, projected \$100.0 million in revenues. The Mid-Year Budget Update presented on March 4, 2024, projected year-end General Fund revenues of \$102.97 million.

**FINAL FISCAL YEAR 2024-25 PROPOSED BUDGET / Page: 4**

- Revenue results through the third quarter of the fiscal year were recorded at \$61.6 million, or 61.6% of the approved budget.
- Based on results through the third quarter, year-end General Fund revenue projections have been updated to \$103.56 million, or 3.5% above the FY 2023-24 adopted budget figure.
- Current year revenues continued to show favorable variances in property tax, interest earnings, and transient occupancy (Hotel) tax receipts, while sales tax and transfer tax revenues are slightly below budgeted levels.

*Expenditures:* The FY 2023-24 adopted budget reflected expenditure appropriations of \$100.0 million. The current amended FY 2023-24 General Fund budget stands at \$104.47 million, reflecting supplemental appropriations for capital projects approved by the City Council, primarily matching funds for the Pickleweed Park Improvement Project grant.

- Expenditures through the third quarter of the fiscal year were recorded at \$71.67 million, or 68.6% of the amended budget.
- Based on these results, year-end General Fund expenditures are projected at \$98.77 million, or \$5.69 million (5.5%) below the amended budget.
- Consistent with the results presented in the Mid-Year Budget Update, these budgetary savings stem almost entirely from personnel cost savings due to the number of vacancies across all city departments.

*Operating results:* The projected year-end General Fund revenue and expenditure results combine to yield a net \$9.34 million increase in fund balance as of June 30, 2024. This represents a slight increase (\$0.20 million) over the year-end projections presented in the Mid-Year Budget Update.

**Table 2: FY 2023-24 General Fund Results and Projections**

General Fund	Adopted Budget FY 2023-24	Amended Budget FY 2023-24	Actual Results Through 3/31/24	% of Amended FY2023-24 Budget	Projected Year- End Results	Variance	
<b>Revenues</b>	98,189,598	98,189,598	60,591,904	61.7%	101,733,272	3,543,674	3.6%
Transfers in	1,827,461	1,827,461	1,030,439	56.4%	1,827,461	-	0.0%
<b>Total Resources</b>	<b>100,017,059</b>	<b>100,017,059</b>	<b>61,622,343</b>	<b>61.6%</b>	<b>103,560,733</b>	<b>3,543,674</b>	<b>3.5%</b>
<b>Expenditures</b>	97,834,123	97,820,841	65,573,374	67.0%	92,127,365	(5,693,476)	-5.8%
Operating Transfer out	2,207,000	6,644,483	6,094,483	91.7%	6,644,483	-	0.0%
<b>Total Appropriations</b>	<b>100,041,123</b>	<b>104,465,324</b>	<b>71,667,857</b>	<b>68.6%</b>	<b>98,771,848</b>	<b>(5,693,476)</b>	<b>-5.5%</b>
<b>Net Result</b>	<b>(24,064)</b>	<b>(4,448,265)</b>			<b>4,788,885</b>	<b>9,237,150</b>	

The projected year-end fund balances in excess of reserve levels established by City Council policy represent resources available for re-appropriation to address priority one-time funding needs and represent a significant portion of the available budget flexibility within the context of the FY 2024-25 budget and updated multi-year Capital Improvement Plan.

Specific funding recommendations related to use of available fund balances are contained in the discussion of the Final Proposed FY 2024-25 Budget.

## **City Council's Goals and Objectives**

In 2023, the City Council adopted formal two-year Goals and Objectives covering FY 2023-24 and FY 2024-25. The adopted City Council Goals and Objectives serve as an important foundation for the development of the annual budget by identifying priority policy areas as well as specific projects and initiatives identified as deliverables within each focus area. One of the primary objectives throughout the annual budget process is to identify and allocate staff and financial resources, to the extent available, to advance these goals and objectives while also providing for ongoing baseline City services, programs, and operations.

The City Council's Goals and Objectives are summarized in this section to support the alignment of the FY 2024-25 Proposed Budget with workplan milestones established for FY 2024-25.

### **Four Key Policy Focus Areas**

- **Economic Growth:** Building our economy to be stronger and more resilient.
- **Housing & Homelessness:** Creating new housing, keeping people in their homes, and using a "Housing First" model.
- **Diversity, Equity, Inclusion & Belonging (DEIB):** Working to create equitable outcomes for all while addressing systemic racial injustices.
- **Sustainability, Climate Change & Disaster Preparedness:** Reducing greenhouse gas emissions while mitigating and adapting to climate change.

### **Five City Service Areas**

- A. **Neighborhood and Economic Vitality:** Create and preserve a healthy economy and sustain vibrant neighborhoods, Downtown, and other business areas.
- B. **Quality of Life:** Serve and strengthen community relationships by providing literary, artistic, recreational, and cultural experiences for all residents and improving resident engagement and governmental transparency.
- C. **Public Safety:** Prevent and respond to emergencies through essential facility improvements and community and organizational emergency readiness.
- D. **Public Assets:** Improve and preserve public assets by sustaining effective levels of core infrastructure while reducing traffic congestion by expanding bicycle, pedestrian, and transit options.
- E. **Foundational Services:** Sustain organizational viability and exemplary service through short and long-term financial success, organizational excellence and succession planning, and technology to improve efficiency and service levels.

## **FY 2024-25 Final Budget Highlights**

- ❖ **All Funds Citywide Budget:** The total proposed FY 2024-25 expenditure budget for the City is \$210,813,072. These appropriations are supported by FY 2024-25 revenue and other sources projected at \$190,528,845, as well as by fund balances retained from previous periods for capital projects and priority initiatives (Attachment 1, Exhibit I). The proposed FY 2024-25 appropriations reflect all new funding appropriations proposed for operations, capital projects, and debt service. These appropriations do not include current fiscal year funding that is expected to be carried forward to FY 2024-25 through roll-over of year-end encumbrances as well as carry-over of unencumbered capital project funding that will require separate City Council action early in the new fiscal year.
- ❖ **General Fund Budget:** The proposed FY 2024-25 General Fund budget includes recommended appropriations of \$112,291,757, representing an increase of \$12.3 million

over the prior year's adopted budget. The proposed General Fund budget is supported by estimated General Fund revenues (\$101,282,204), transfers in (\$2,508,306), and available fund balance (\$8,501,247).

**Revenue Trends and Assumptions**

*Property Tax:* Property taxes (secured) are currently projected to increase by 5.3 percent over the original FY 2023-24 budget to a total of \$26.7 million. The increase is primarily due to growth in the overall property tax roll as well as an increase in the excess Educational Revenue Augmentation Fund (ERAF) payments and incorporates the estimated impact of the State's budget proposal to re-allocate a portion of excess ERAF payments to support charter schools. Property tax-related revenues account for 30 percent of the City's General Fund revenues.

*Sales and Transaction & Use Tax:* Sales and use taxes are projected to remain mostly stable, with a small decrease over the next fiscal year. Staff are projecting recurring sales tax revenues to remain relatively flat from FY 2023-24 to FY 2024-25 at \$25.25 million. Sales taxes account for approximately 26 percent of the City's General Fund revenues.

Revenues from the Measure E Transactions & Use Tax, which applies to most local retail sales, are estimated to increase slightly to \$14.52 million. Consistent with the direction provided by the City Council in [May of 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).

Measure E revenues account for about 15 percent of the City's General Fund revenues. Revenues from the Measure R Transactions & Use Tax are projected to generate \$4.8 million and represent about 5 percent of the City's General Fund revenues. Altogether, sales and use taxes make up 46 percent 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 projected to show a modest increase of 3.2 percent when compared to the prior year's budget. The major contributors to this increase in year-over-year revenues are interest earnings, Transient Occupancy Tax receipts, and franchise fee payments.

**Expenditure Trends and Assumptions**

The expenditure growth reflected in the FY 2024-25 Proposed budget stems primarily from increased personnel costs anticipated as a result of new collective bargaining agreements. These increases are a direct result of a concerted effort to enhance the City's recruitment and retention efforts in an exceptionally competitive labor market.

General Fund budgeted contributions to the Marin County Employees Retirement Association (MCERA) are projected to increase by \$600,000, or 3.3 percent, compared to the previous year. Overall, a slight decrease in employer contribution rates for FY 2024-25 are offset by increases in pensionable compensation resulting from anticipated collective bargaining agreements. In FY 2022-23, the City Council approved a one-time transfer of \$1.1 million to the Employee Retirement Internal Service Fund to ensure the continuity of programs over the long term. The fund is adequately supported at this time, and staff are not proposing an additional transfer for FY 2024-25. Pension expenses across all funds are budgeted at \$24.58 million, representing approximately 25 percent of the total citywide personnel budget.

**Summary of FY 2024-25 Funding Recommendations**

General Fund

The City's General Fund supports most of the major services to residents and businesses (such as police, fire suppression and prevention, planning, building, library, parks, streets, engineering, traffic enforcement, cultural programs, and administration). The General Fund appropriations for FY 2024-25 total approximately \$112.3 million. These appropriations make up \$102.0 million of operating expenditures and \$10.3 million in transfers to other funds.

Table 3 summarizes the information provided in Exhibit II and presents the proposed FY 2024-25 budget with a comparison to the projected FY 2023-24 budget. The table presents the year-over-year change in revenues and expenses, as these are key metrics.

*This section has been left blank intentionally.*

**Table 3: Comparison of FY 2023-24 Adopted and FY 2024-25 Proposed General Fund Budget**

<b>General Fund</b>	<b>Adopted FY 2023-24</b>	<b>Proposed FY 2024-25</b>	<b>\$ Change from previous year</b>	<b>% Change from previous year</b>
Revenues	\$ 98,189,599	\$ 101,282,204	\$ 3,092,605	3.1%
Transfers in	1,827,461	2,508,306		
<b>Total Resources</b>	<b>\$100,017,060</b>	<b>\$ 103,790,510</b>	<b>\$ 3,773,450</b>	<b>3.8%</b>
Expenditures	\$ 97,834,140	\$ 102,033,257	\$ 4,199,117	4.3%
Transfers out – operating	2,207,000	10,258,500		
<b>Total Operating Uses</b>	<b>\$100,041,140</b>	<b>\$ 112,291,757</b>	<b>\$ 12,250,617</b>	<b>12.2%</b>
<b>Net Results</b>	<b>\$ (24,080)</b>	<b>\$ (8,501,247)</b>		
<b>Use of Prior Period Funds</b>				
<i>Liability Fund - Premiums/Claims</i>		2,000,000		
<i>Capital Fund - Future CIP Projects</i>		2,000,000		
<i>Capital Fund - Paving Streets/Roads</i>		1,000,000		
<i>Vehicle Replacement - Replenish Fund</i>		1,000,000		
<i>Public Safety Equipment Replacement</i>		500,000		
<i>Stromwater Fund - SQPS/Master Plan</i>		985,000		
<i>Enterprise Resource Planning Project</i>		1,000,000		
<i>Racial Equity Initiatives</i>		500,000		
		<b>\$ 8,985,000</b>		
<b>Net of Use of Prior Period Funds</b>	<b>\$ (24,080)</b>	<b>\$ 483,753</b>		

Revenues and transfers available to support the FY 2024-25 General Fund budget are projected to be \$3.77 million higher than the FY 2023-24 adopted budget but slightly below the projected General Fund revenue estimate of \$103.7 million. This is mainly due to conservative projected growth in major revenue items such as property tax and transient occupancy tax, a small projected decrease in sales and use taxes as well as one-time revenues included in the current year budget.

The Proposed FY 2024-25 Budget operating expenditures within the General Fund represent an increase of \$4.2 million (4.3%) over the prior year’s adopted budget. The majority of this increase is due to funding compensation costs resulting from new collective bargaining agreements anticipated to be reached with all of the City’s represented and unrepresented bargaining groups. These new collective bargaining agreements are anticipated to result in an increase in personnel costs of approximately \$4.5 million, offset by \$2.0 million in salary savings (due to vacancy factor) being built into the FY 2024-25 budget.

The FY 2024-25 Proposed budget includes a limited amount of new expenses, which are listed below. Many of these expenses are related to the increasing cost of providing services, including increased costs of water, power, fleet management, dispatch services, and technology upgrades.



**General Fund FY 24-25 New Expenditure Recommendations**

***Recurring:***

• Board and Commission Stipends	\$ 50,000	City Manager / Council
• Translation & Interpretation Services	\$ 50,000	City Manager / Council
• Axon Contract (Renewal)	\$275,000	Police
• Utilities / City Facilities	\$ 61,000	Public Works
• Marin Fire Dispatch Agreement	<u>\$ 65,323</u>	Fire
	<b>\$501,323</b>	

***One-Time:***

• Public Records Act Requests	\$100,000	City Clerk / City Attorney
• County Admin Fee - MCSTOPP	\$ 50,000	Public Works
• Encampment Clean-up	\$ 90,000	Public Works
• Parks Maintenance (irrigation/trees, etc.)	\$ 250,000	Public Works
• Fleet / Fuel	\$ 65,000	Public Works
• Fleet / State-Mandated Testing Equip	\$ 13,000	Public Works
• Fleet / Outside Repairs	\$ 20,000	Public Works
• Flock Safety Contract	<u>\$ 57,500</u>	Police
	<b>\$ 645,500</b>	

In addition, the FY 2024-25 Proposed Budget includes recommending transfers out of the General Fund to support other funds (i.e., liability, capital, vehicle/equipment replacement funds) that have been historically underfunded, totaling \$10.3 million to support programs and services funded through various special revenue, capital, and internal service funds as well as allocation of available General Fund balance previously assigned for specific purposes, as follows:

Operating Transfers:

• Recreation Revolving Fund	\$2,420,000
• Measure E Projects	353,000

Use of Prior Period Funds (Fund Balance):

• Liability / Self-Insurance Fund	\$2,000,000
• Capital Projects Fund	2,000,000
• Capital Fund – Storm Water projects	985,000
• Capital Fund – Paving Streets/Roads	1,000,000
• Vehicle Replacement Fund	1,000,000
• Fire Equipment Replacement Fund	250,000
• Police Equipment Replacement Fund	250,000

Finally, an additional \$1.5 million in available fund balances is proposed for appropriation within the FY 2024-25 Proposed General Fund budget for the following priority initiatives:

Use of Prior Year Funds (Fund Balance):

• Enterprise Resource Planning Project (Tyler Technologies)	\$1,000,000
• Racial Equity Initiatives	500,000

The appropriations are supported by \$101.3 million in projected revenues and transfers from other funds. The \$2.51 million of transfers include:

- \$650,000 from the Gas Tax Fund to reimburse street maintenance personnel costs
- \$500,000 from the Parking Services Fund to cover administrative support costs
- \$680,313 from the Employee Benefits Fund for Pension Obligation Bond debt service
- \$700,000 from the Cannabis Fund to support costs associated with the City's SAFE Team program

Other Funds Highlights

***Special Revenue Funds***

These funds have restricted uses based on their respective sources. While several special revenue funds are generally entirely self-supporting, many also require varying levels of contribution from the City's General Fund to support programs, services, and projects. The following section presents the FY 2024-25 Proposed Budget highlights:

*EMS/Paramedic Fund:* The Emergency Medical Services/Paramedic Fund has planned expenditures of \$9.6 million for the upcoming fiscal year, supported by \$9.6 million in revenues, of which \$5.3 million, or 59 percent, comes from the Paramedic Tax. The balance of the funding for this activity comes primarily from third-party recovery for emergency medical response and transport services. As of [April 17, 2023](#), tax rates have reached their tax ceiling for all participating areas impacted by the Paramedic Services Special Tax.

The FY 2024-25 Proposed Budget reflects the incremental cost of the agreement to transition to the new consolidated Marin County Fire Dispatch model. The EMS/Paramedic fund includes an additional \$106,500, representing 27% of year one costs, with the balance covered by the General Fund.

The EMS/Paramedic Fund is projected to retain \$2.2 million in unallocated fund balance on June 30, 2025. This balance serves as an operational reserve. Funds not needed for the operations reserve are used to fund capital improvements that directly support the delivery of emergency medical transport services.

*Cannabis Business Tax Fund:* 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 \$225,000 in cannabis business tax revenues for the FY 2024-25, of which the fund will incur \$170,385 in qualifying expenses. Revenues are projected to remain well below results from prior years due to challenging market conditions for cannabis businesses and the temporary two-year decrease in the local cannabis tax rate for delivery retail permits from 4 percent to 2 percent, enacted by the City Council on [November 7, 2022](#). The fund has historically carried a fund balance of savings from prior years to allocate to new projects. On [January 17, 2023](#), the City Council approved the use of cannabis tax revenues to support the pilot of the City's Specialized Assistance for Everyone (SAFE) team. A transfer of \$700,000 from the Cannabis Fund to the General Fund is included in the FY 2024-25 Proposed Budget to cover the majority of contract costs for SAFE.

*Measure A - Open Space:* The Measure A Open Space Program was renewed by voters in June 2022. Funding for this program 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. A total of \$937,500 is being proposed to be expended during the year to fund project initiatives, which would include the following projects:

- \$52,500 will be used for the Terra Linda Park and Community Center Enhancement Plan. Previously, the City allocated \$150,000 of Measure A funding to this project in FY 2023-24. This additional funding will support topographic survey work to better inform the planning project already underway.
- \$725,000 will be used for the construction of the playground at Peacock Gap Park, as well as the affiliated pathway and accessibility improvements.
- \$60,000 to install interim play equipment at Boyd Park.
- \$100,000 for a Trails Existing Condition & Feasibility Study. This project was proposed in the FY 2023-24 Measure A Work Plan; however, due to competing priorities, the work has not yet begun on this study. Staff anticipate this project will be completed in FY 2024-25 as part of an Open Space Management and Wildfire Mitigation planning project.

*Measure D – Library Parcel Tax:* Measure D, the successor library parcel tax to Measure C, is entering its eighth year. This special revenue source has successfully expanded service levels relative to those established under Measure C (the 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 supplementary technology supplies. Capital reserves were established under Measure C (previous library parcel tax) for facility-related uses.

The FY 2024-25 Proposed Budget includes \$670,000 in funding augmentations in Measure D funding supporting Library services itemized below. These augmentations support work to be performed at the Main Branch Library and the related costs of temporary relocation during construction activities.

- |   |           |
|---|-----------|
| • Temporary Location (rental) for Main Branch         | \$100,000 |
| • Operational Assessment and Temporary Operations     | 50,000    |
| • Automated Materials Handling / shelving / furniture | 400,000   |
| • Library program supplies                            | 10,000    |
| • Digital Services                                    | 20,000    |

*Recreation Revolving Fund:* The FY 2024-25 Proposed Budget includes appropriations totaling \$4.93 million, which is supported through recreation program revenues of \$2.25 million and an operating transfer from the General Fund of \$2.42 million. General Fund support to the Recreation Revolving Fund reflects an increase of \$220,000 (10%) over the level of support provided in the current year budget due to program cost increases that exceed the increase in program revenue as provided per the Master Fee Schedule (wherein fee increases are capped at 2.4%, based on the applicable Bay Area CPI index). Staff will be evaluating possible adjustments to fees to ensure program revenues continue to meet cost-recovery targets.

*Childcare Fund:* The Childcare Fund is proposed to include expenditure appropriations of \$3.30 million for FY 2024-25, supported by program revenues of \$3.20 million and the use of \$98,000 in available fund balance. While the Childcare Fund generally operates under full cost recovery, personnel costs for FY 2024-25 are expected to exceed the program revenues tied to fee increases established in the Master Fee Schedule approved by the City Council on [December 19, 2022](#). A modest fee adjustment will be required to maintain full cost recovery for the fee-supported Childcare program.

*Measure C – Marin Wildfire Prevention:* Activities supported by the Measure C – Wildfire Prevention Fund are funded by a ten-year parcel tax managed by the Marin Wildfire Prevention Authority, a Joint Powers Authority (MWPA). The City of San Rafael is expected to receive \$3.35 million in revenues to support coordinated wildfire prevention, including early detection, warnings and alerts; reducing vegetation; ensuring defensible space around homes, neighborhoods, and critical infrastructure; and improving disaster evacuation routes/procedures. Included in this funding allocation is \$1.35 million representing CORE MWPA programs administered by the City of San Rafael and reimbursed by the MWPA.

*Grants – Homelessness:* The FY 2024-25 Proposed Budget includes appropriations totaling \$1.08 million to support efforts to address the impacts of homelessness. These funds represent state funding (Sen. McGuire) and County of Marin matching funds allocated to the City for specific programs and initiatives, including case management services, encampment management, and clean-up, as well as funding to evaluate the feasibility of developing interim housing for unhoused individuals. The City anticipates accessing additional funding (up to \$6.2 million) from the State’s Encampment Resolution Funding (ERF-3) grant program, pending final allocations of grant funds awarded to the County of Marin. The City remains dependent on State and County funding to address homeless-related programs and projects.

Other significant funds within the Special Revenue category include Gas Tax and Storm Water Funds. The spending plans for these funds were developed in conjunction with the Capital Improvement Program. In the absence of a dedicated funding source to support Storm Water Fund maintenance and capital needs, the General Fund has supported these activities, totaling \$935,000 in the FY 2024-25 Proposed Budget. Appropriations for new CIP projects are included in the Proposed Budget and discussed in the Capital Improvement Plan section of this report.

***Enterprise Funds***

*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 the fund balance is the only resource with which to cover capital improvements. The FY 2024-25 Proposed budget for this fund is \$4.79 million, inclusive of operating transfers, supported by \$4.8 million in revenues. The Parking Fund appears to have successfully rebounded from the negative effects of the pandemic and reflects a slight increase in fund balance for the new fiscal year.

***Internal Service / Capital Equipment Replacement Fund***

These funds are used to manage services that are delivered within the organization. For example, computer replacement, employee benefits, workers’ compensation, general liability, capital replacement, technology replacement, and vehicle replacement are funded via internal charges to the funds that utilize these respective services. The following reflects highlights of the FY 2024-25 Proposed Budget within selected Internal Service Funds:

**Building Maintenance Fund**

- HVAC Deferred Maintenance, Janitorial Contracts, and Fire Safety Security Improvements \$200,000

**Vehicle Replacement Fund**

- Vehicle Replacements per Replacement Schedule \$330,000

Technology Fund

The FY 2024-25 Proposed Budget includes the following technology investments in the new fiscal year:

- Increased annual software support costs \$401,152
- Implementation of new Technology Projects 565,000
- Infrastructure Enhancement Projects 670,000
- ERP Implementation 588,054
- Human Resources Process Automation 84,000

Police Equipment Replacement Fund

- Canine Training \$ 30,000
- Police Operations Vehicle 247,000

Liability / Self-Insurance Fund

- Increased funding for Insurance Premiums and Insurance Pool contributions \$ 845,000
- Increased funding for claims/settlements 1,500,000

**FY 2024-25 Capital Improvement Program (CIP) Budget**

The CIP is a multi-year planning tool used to identify and implement the City's capital needs over a three-year period. As part of the annual budget process, staff updated the multi-year CIP for FY 2024-25 through FY 2026-27. The first year of the updated plan informs the new capital budget appropriations to be included as part of the FY 2024-25 Adopted Budget. See Attachment 2. In addition, as part of the fiscal year-end process, which concludes in early Fall, staff will be seeking City Council authorization to carry-forward capital project appropriations for projects funded in the current fiscal year, to the extent that these funds are needed to complete projects currently in process. Funding approved for carry-over into the new fiscal year will supplement the capital project funding approved with the FY 2024-25 Adopted Budget.

The annual update of the multi-year Capital Improvement Plan involves several steps:

- 1) A review of the latest Council-approved multi-year capital plan for currently active and previously planned projects and the updating of project cost estimates and funding sources, as appropriate.
- 2) The capital plan is then updated to reflect new projects. These may include projects previously identified as "unfunded," projects identified through various master plans, projects supporting infrastructure projects being undertaken by other agencies, and projects requested by the broader community.
- 3) The updated list of capital improvement projects is then evaluated based on established ranking criteria, with the highest-ranked projects being included in the multi-year plan within the constraints of funding availability and staff capacity.
- 4) Projects that are not reflected in the updated multi-year capital plan are retained on the list of infrastructure needs as either "future year" or "unfunded" projects.

The resulting CIP planning document summarizes the City's planned capital and infrastructure improvement projects, including estimated cost, funding sources, and ranking scores following

analysis and coordination with other City departments to ensure that all department needs are represented.

Project selection and priority are based on recommendations by a working group representing various City departments and existing planning documents to accommodate high-priority needs, which focus on life/safety, maintenance and repair, equity, community, and City Council input, among other factors. 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:

- **Annual Programs:** Annual programs are comprised of a variety of activities, including routine operation and maintenance of city infrastructure, maintenance of fleet vehicles, implementation of smaller projects and small budget projects that need immediate attention, development of concept designs to support the pursuit of grant funding, and low to medium level planning efforts.
- **Building/Facilities:** City-owned properties include buildings (e.g., City Hall, libraries, recreation centers, etc.) and facilities (e.g., pump stations), parking garages, and lots.
- **Parks:** Park infrastructure and facilities, including playgrounds, recreation equipment, and restrooms.
- **Storm Drain:** Storm drain systems include conveyance of storm drainage, catch basins, manholes, and the City's twelve stormwater pump stations.
- **Transportation:** Street improvements, including construction, resurfacing, and maintenance of existing roadways, intersections, and bicycle and pedestrian facilities, such as bike lanes and sidewalks. This category also includes streetlight, traffic-related, and traffic signal improvements, which include enhancements that increase traffic flow and capacity, improve circulation, and expand bicycle and/or pedestrian thoroughfare beyond the existing facilities in place (e.g., new multi-use pathways and the expansion of existing sidewalks).

*Proposed FY 2024-24 Capital Improvement Project Highlights*

The proposed Capital Improvement projects listed below have been included in the City's [Infrastructure and Transportation Work Plan](#) that was reviewed at the City Council meeting on May 20, 2024, and will be considered by the City Council for adoption at the June 17<sup>th</sup> Council meeting.

1. Citywide Bicycle and Pedestrian Plan
2. Citywide Building and Facilities Plan
3. Citywide Storm Drain Plan
4. Vision Zero Action Plan
5. Childcare Portable Building Replacement (Pickleweed)
6. Pickleweed Branch Library Redesign
7. Peacock Gap Park Playground Improvements
8. Pickleweed Park Enhancement & Field Renovation
9. Large Trash Capture Projects – 5 locations (Marin Countywide Stormwater Pollution Prevention Program)
10. Canal Active Transportation Experience Improvements
11. Fourth St/Miracle Mile at Second Street and West Crescent Drive
12. Lincoln Avenue Safety Improvements
13. San Rafael Canal Crossing

14. South Merrydale Road – Civic Center Connector Pathway

The following table summarizes the funds that provide the majority of resources available to support the City’s Capital Improvement Program (CIP):

**Table 4: CIP Funding Sources**

<b>Fund #</b>	<b>Fund Name</b>	<b>Description</b>
<b>205</b>	<b>Stormwater Fund</b>	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).
<b>206</b>	<b>Gas Tax; Measure AA; Senate Bill 1 Funds; Traffic Mitigation Fee</b>	<p>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. This fund also includes revenue from the Refuse Regulatory Fee and Construction Impact Fee.</p> <p>Traffic Mitigation Fees are 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 uses Traffic Mitigation Fees for circulation-related projects identified in the General Plan.</p>
<b>241</b>	<b>Measure A</b>	Measure A is a nine-year ¼ percent Transactions and Use Tax managed by the County of Marin and re-approved by voters in June 2022. The tax is restricted to caring for parks and open spaces. The Department of Library and Recreation prepared the Measure A work plan for FY 2024-25 based on the recommendations provided in the 2023 Citywide Parks and Recreation Master Plan and through consultation with the Parks and Recreation Commission.
<b>401</b>	<b>Capital Improvement Fund</b>	The Capital Improvement Fund is funded primarily through the City’s General Fund and provides discretionary funding support for capital projects that lack a dedicated funding source, as well as projects where either a local match or supplemental funding is required. Transfers from the General Fund to the Capital Improvement Fund stem primarily from available year-end fund balances in excess of the City’s reserve policy requirement.
<b>420</b>	<b>Essential Facilities Fund</b>	The Essential Facilities Fund was established by the City Council in order to allocate one-third (\$0.25) of the City’s Measure E (\$0.75) Transaction and Use Tax receipts to support capital investments to replace or renovate essential facilities supporting public safety operations.
<b>603</b>	<b>Building Maintenance</b>	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.

While a majority of the FY 2024-25 CIP projects are grant-funded (approximately \$14.7 million), the respective grant match and non-grant funded projects are paid for through Funds 205 (Stormwater), 206 (Gas Tax/Traffic Mitigation), 241 (Parks Measure A), 401 (Capital Improvement) and 603 (Building Maintenance). Funds 205, 206, and 603 also have their respective operating budgets, which consists of expenses related to maintenance of infrastructure, equipment purchasing, miscellaneous contractual services, annual programs, and

other non-project related work. After deducting the operating budget from the total available funding in Fund 206, approximately sixteen percent of the projected FY 2024-25 revenues are not budgeted and remain as reserves in the fund balance to provide a buffer for unanticipated expenses that may arise mid-year. The Stormwater Fund (205) and Building Maintenance Fund (603) do not include additional reserves beyond the available fund balance.

As 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.” City staff continue to actively pursue grant funding, congressional earmarks, and other infrastructure funding sources. Many of these funding sources require a local funding match. If the City’s effort to obtain grant funding is successful, the projects with secured funding will be re-evaluated for their ranking on the CIP projects list.

As a part of the annual CIP, the Department of Public Works also recaps major projects completed in the prior fiscal year (July 1, 2023 – June 30, 2024), including but not limited to:

1. FY 2023-24 Corrugated Metal Pipe Replacement
2. North San Rafael Pavement Maintenance project
3. Rotary Manor Culvert Replacement
4. Grand Ave Cycle Track
5. Southern Heights/Pearce Retaining Wall
6. Third St Safety Improvements
7. Third St Rehabilitation
8. Spinnaker Point/Baypoint Dr. Parking Striping
9. Bryn Mawr Storm Drain Replacement
10. Albert Park Fence Installation

Projects pending completion include:

1. San Quentin Pump Station Reconstruction
2. B Street Culvert Replacement
3. Downtown Library Modernization
4. Canal Neighborhood Parking Striping
5. Los Gamos Dr. Striping Phase 2
6. Annual Traffic Signal Backup Battery Replacement
7. Annual Sidewalk Repair



*Summary of FY2024/25 Proposed Capital Improvement Program Budget*

<b>Category</b>	<b>FY 2024-25</b>
Annual Programs – Capital *	\$5,382,723
Buildings / Facilities	
<i>Buildings</i>	\$1,537,287
<i>Library</i>	\$4,357,059
<i>Recreation</i>	\$250,000
<i>Sub-Total Facilities</i>	\$6,307,059
Parks	\$9,417,500
Transportation	\$10,511,828
Stormwater	\$1,641,653
<b>*TOTAL</b>	<b>\$33,260,763</b>

<b>Funding Sources</b>	<b>FY 2024-25</b>
General Fund / Capital	\$9,215,000
Storm Water Fund	\$1,126,653
Gas Tax Fund	\$15,011,838
Measure A	\$937,500
Measure E – Essential Facilities	\$100,000
Library Revolving Fund	\$4,357,059
Traffic Mitigation Fund	\$100,000
Building Improvement Fund	\$2,412,713
<b>TOTAL</b>	<b>\$33,260,763</b>

*\*Figures exclude operations and maintenance costs reflected in Annual Programs shown in Attachment 2.*

**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, 2023, and approved by the MCERA Board in February 2024. This valuation was used to determine the contribution rates for FY 2024-25. The composite rate for the City of San Rafael will be 55.83 percent, a 0.93 percent decrease from the current rate of 56.76 percent. The budgeted pension contribution for FY 2024-25 provides full funding for the required contribution. The rate for public safety employees decreased from 69.44 percent to 68.90 percent, a decrease of 0.54 percent. The rate for miscellaneous employees decreased from 44.37 percent to 43.08 percent, a decrease of 1.29 percent. The valuation also reported an unfunded actuarial liability of \$115 million for the City, representing a funded ratio of 83.1 percent.

MCERA's investment target (discount rate) remained at 6.75 percent during the measurement period. The City has dedicated a portion of its employee retirement reserve to buffer the impact of any unexpected increases. This reserve, which is projected to total \$1.7 million at the end of FY 2023-24, 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 2023-24 provides full funding for the required contribution. The contribution is based on an investment target (discount rate) of 6.25 percent. The most recent actuarial valuation, as of June 30, 2023, reports \$27 million in plan assets offset by \$47.8 million in actuarially accrued liabilities, leaving an unfunded actuarial liability of \$20.8 million. The City's ADC for FY 2024-25 is \$2.8 million.

### **General Fund Balance and Reserves**

Under the proposed FY 2024-25 budget, staff are recommending updating the City's General Fund Reserve Policy from 10% to 15% of operating expenditures. The FY 2024-25 proposed budget would result in achieving this increased reserve level, totaling \$15.27 million as of June 30, 2025.

The increased reserve level is intended to better align with best practices (the Government Finance Officers' Association recommends 17%), as well as policy reserve levels established by several comparable agencies. In addition, the recommended reserve level is intended to be allocated as follows:

- Economic Uncertainty – 5% (to buffer against volatility in revenues during economic downturns/recessions)
- Emergency Reserve – 10% (to provide for unexpected/unplanned expenditures)

In addition, the City's capital reserve is proposed to be increased from \$600,000 to \$1,000,000 as part of the FY 2024-25 Proposed Budget. This reserve serves as a buffer against unanticipated capital projects that may require supplemental support from the General Fund.

The updated General Fund reserve policy being prepared for City Council consideration at the meeting of June 17, 2024, includes the following components:

- Recommended reserve policy levels at 15%
- Allowable Uses of reserve balances
- Process for restoration of reserve balances (when used)
- Policy guidelines for allocation of year-end excess fund balance (exceeding reserve policy levels).

Based on the projections and recommendations contained in the FY 2024-25 Proposed Budget, the General Fund budget is effectively balanced with ongoing revenues supporting ongoing appropriations. As noted in this report, a significant allocation of available fund balances (\$8.59 million) is proposed to be either transferred to various special revenue and capital project funds and or appropriated in the budget year for priority one-time projects and expenses.

### **Gann Appropriations Limit**

The Appropriations Limit for each year is based on the prior year's Appropriations Limit, adjusted by factors that incorporate changes in the cost of living and population. For FY 2024-25, the City is using a 1.70 percent increase in San Rafael's assessment roll for nonresidential construction (this figure is provided by the County of Marin). For the change in population, the City is using negative 0.45 percent – representing the change in population for San Rafael, which is higher

than Marin County's figure of negative 0.53 percent for the period January 1, 2023, to January 1, 2024 (provided by the State of California Department of Finance).

Attachment 2, Exhibit A establishes the new Appropriations Limit for FY 2024-25, which has been calculated to be \$185,036,651. 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 2024-25 appropriations subject to the Gann Limit are \$113,649,863 (Attachment 2, Exhibit B). Therefore, the portion of the City's budget appropriation that is restricted by the Gann Limit is \$71,386,788 under the legal limit.

## **Staffing**

The FY 2024-25 Proposed Budget recommends maintaining authorized staffing levels at 416.34 Full-Time Equivalent positions. This staffing level is consistent with the adjusted FY 2023-24 staffing levels, reflective of adjustments approved by the City Council since the adoption of the FY 2023-24 budget, which authorized a total of 426.06 positions.

Through the process of developing the Proposed FY 2024-25, the Human Resources Department implemented the following classification adjustments as warranted to provide for effective management and delivery of City services.

### 1) Public Works

- a. The Deputy Director position has been retitled to Deputy Public Works Administrative Director with the goal of providing strategic oversight and leadership of the Department of Public Works administrative activities. This position will lead, direct, and implement cross-departmental programs and projects and provide highly complex staff assistance to the Public Works Director.
- b. Create a new classification of Operations & Maintenance Superintendent to provide holistic oversight of all operations & maintenance activities across facilities, streets, parks, and fleet functional areas. This position is distinguished from the Operations & Maintenance Manager in that the manager is responsible for the overall administrative direction of the operations division, while the Superintendent oversees the operations of these programs through subordinate single-division supervisors.

### 2) Digital Services & Open Government

- a. Retitle the Civic Design Manager classification to Civic Engagement Manager to highlight the position's focus on developing and managing the City's comprehensive civic engagement programs and overseeing community engagement projects and processes. The job description has been updated to more accurately reflect the work performed, and the salary range will remain the same; therefore, there is no cost associated with this change.

These changes will not result in an increased cost or additional positions, as the changes will be covered through existing vacancies and internal promotions. Exhibit VI to the attached budget adoption resolution presents an amended Mid-Management Salary Schedule to include these new classifications. In addition, Exhibit VII to the attached budget adoption resolution includes a revised Salary Schedule for the San Rafael Police Association (SRPA) to reflect the classification of Police Administrative Tech II, which was erroneously omitted from the salary schedule approved by the City Council on May 20, 2024.

**FISCAL IMPACT:** The Final Fiscal Year 2024-25 budget has been prepared for all funds. Funding sources are sufficient to support the final spending plans presented.

**RECOMMENDED ACTION:**

1. Adopt a resolution approving the Citywide Budget and Capital Improvement Program for the Fiscal Year 2024-25, providing for the appropriations and expenditure of all sums set forth in the budget in the amount of \$211,121,633 with net appropriations of \$179,844.098. (Attachment 1)
2. Adopt a resolution approving the Fiscal Year 2024-25 Gann Appropriations Limit. (Attachment 2)
3. Adopt a resolution approving the Measure A Work Plan for Fiscal Year 2024-25 (Attachment 3).
4. Approval of the Capital Improvement Program – FY 2024-25 through FY 2026-27 (Attachment 4) and related Capital and Transportation Infrastructure Workplan FY 2023-25 (Attachment 5)

**ATTACHMENTS:**

1. Resolution Approving the Citywide Budget for Fiscal Year 2024-25 and Providing for the Appropriations and Expenditures of All Sums Set Forth in the Budget of \$211,121,633.
  - a. Exhibit I – FY 2024-25 Final Budget - Revenues and Expenditures by Fund
  - b. Exhibit II – FY 2024-25 Final All Funds Budget (Revenues and Expenditures) with comparison to FY 2023-24 Adopted Budget
  - c. (Revenues and Expenditures by Fund
  - d. Exhibit III – FY 2024-25 Final General Fund Budget (Revenues and Expenditures) with comparison to FY 2023-24 Adopted Budget
  - e. Exhibit IV – Summary of FY 2024-25 Authorized Staffing (Full-Time Equivalent)
  - f. Exhibit V – Staffing Trends: 10-Year History
  - g. Exhibit VI – Mid-Management Salary Schedule -6/17/24
  - h. Exhibit VII – SRPA Salary Schedule (revised) – 2024 -2027
2. Resolution Approving Fiscal Year 2024-25 Gann Appropriations Limit
  - a. Exhibit A – Gann Limit Calculation
  - b. Exhibit B – Gann Appropriation Limit Analysis
3. Resolution Approving the Measure A Work Plan for Proposed Expenditures of Measure A Funds for FY 2024-25
  - a. Exhibit 1 – Measure A Workplan for FY 2024-25
4. Capital Improvement Program FY 2024-25 through FY 2026-27 and Related Infrastructure and Transportation Work Plan FY 2023-25
  - a. Exhibit I - Capital Improvement Program FY 2024-25 through FY 2026-27
  - b. Exhibit II – Infrastructure and Transportation Work Plan FY 2023-2025

**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 2023-24 AND PROVIDING FOR THE  
APPROPRIATIONS AND EXPENDITURE OF ALL SUMS SET FORTH IN  
THE BUDGET IN THE AMOUNT OF \$211,121,633, WITH NET  
APPROPRIATIONS OF \$179,844,098**

**WHEREAS**, on June 5, 2024, City staff presented to the San Rafael City Council at its regular meeting the proposed City-wide Operating budget and a Capital Improvement Program for the fiscal year July 1, 2024 – June 30, 2025; and

**WHEREAS**, after examination, deliberation and due consideration of the Goals and Objectives, Capital Improvement Program, City-wide Operating Budget and corresponding staff recommendations, the San Rafael City Council 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 2024-2025; and

**WHEREAS**, it is the intention of this Council to carry forward unspent capital projects resources funded in fiscal year 2023-2024 to complete the balance of these projects in the 2024-2025 fiscal year; and

**WHEREAS**, it is the intention of this Council to carry forward unspent operational funds from fiscal year 2023-2024 encumbered through approved, active purchase orders to complete the balance of these purchases in the 2024-2025 fiscal year;

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

1. The City Manager's Proposed Budget for the City of San Rafael for the fiscal year July 1, 2024, through June 30, 2025, is hereby adopted, with total appropriations of \$211,121,633 and net appropriations of \$179,844,098 across all funds, as presented in Exhibit I attached hereto and incorporated herein.
2. General Fund appropriations total \$112,291,75 as presented in Exhibit I attached hereto and incorporated herein. A total of \$1,157,725 is appropriated for General Plan support, \$55,016,930 is appropriated for special revenue and grant activities, \$ 4,795,360 is appropriated for the parking enterprise fund, \$9,415,000 is appropriated from capital project funds, and \$28,295,859 for internal service funds and asset replacement as presented in Exhibit I attached hereto and incorporated herein.
3. 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 2023-2024.

4. The Capital Improvement Program and projects presented for implementation in fiscal year 2024-2025 are hereby approved.
5. The budget authorizes a staffing level of 416.34 full-time equivalent authorized positions, as presented in Exhibit IV, attached hereto and incorporated herein, as well as modifications to Mid-Management Salary Schedules to reflect new classification titles (Exhibit VI) and the San Rafael Police Association Salary Schedule to reflect a classification that was omitted from the schedule approved by the City Council on May 20, 2024 (Exhibit VII).
6. The City of San Rafael will carry-forward unspent encumbered capital project and operating funds from fiscal year 2023-2024 and reappropriate these funds in fiscal year 2024-2025 to be used solely to pay for the remaining portion of executed contracts and purchase orders, as of June 30, 2024. Unencumbered funds from fiscal year 2023-2024 supporting City Council authorized expenditures for street, facility, storm drain, traffic mitigation, park and other long-term capital projects started in the 2022-2023 or prior fiscal years will require re-appropriation through future City Council action.
7. Transfers totaling \$13,211,806 as reflected in Exhibit I are hereby authorized. This includes General Fund transfers totaling \$10,258,500 from the General Fund to the Recreation Revolving Fund (\$2,420,000), Essential Facilities Fund (\$353,000), Liability Fund (\$2,000,000), Capital Improvement Fund (\$2,735,000), Stormwater Fund (\$250,000), Gas Tax Fund (\$1,000,000) Vehicle Replacement Fund (\$1000,000), Police Equipment Replacement Fund (\$250,000) and Fire Equipment Replacement Fund (\$250,000)

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

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

---

LINDSAY LARA, City Clerk

**FY2024-25 PROPOSED BUDGET  
REVENUES AND APPROPRIATIONS BY FUND**

EXHIBIT I

**CITY OF SAN RAFAEL  
CONSOLIDATED FUNDS**

		updated 5/3/24								
FY 2024-25 PROJECTED BUDGET		Est.Actual	Total			Total	Total			June 30, 2025
FUND NAME		June 30, 2024 Balance	Operating and Capital Revenue	Transfers In	Total Resources	Operating Budget	Capital Budget	Transfers to Other Funds	Total Appropriations	Projected Balance
<b>GENERAL OPERATING FUNDS:</b>										
<b>001</b>	<b>General Fund Available Balance</b>	<b>\$31,301,991</b>	<b>\$101,282,204</b>	<b>\$2,508,306</b>	<b>\$103,790,510</b>	<b>102,033,257</b>	<b>-</b>	<b>10,258,500</b>	<b>112,291,757</b>	<b>\$22,800,744</b>
218	General Plan Special Revenue Fund	1,522,038	647,275	-	647,275	1,151,725	-	-	1,151,725	1,017,588
<b>SPECIAL REVENUE &amp; GRANT FUNDS:</b>										
205	Storm Water Fund	166,938	1,901,912	360,000	2,261,912	753,365	1,126,653	-	1,880,018	548,832
206	Gas Tax	7,776,741	15,415,546	1,250,000	16,665,546	1,500,000	15,011,838	760,000	17,271,838	7,170,449
207	Development Services	3,282	-	-	-	-	-	-	-	3,282
208	Child Care	159,756	3,210,550	-	3,210,550	3,302,759	-	-	3,302,759	67,547
210	Paramedic/EMS	2,808,914	8,986,714	-	8,986,714	9,609,534	-	-	9,609,534	2,186,094
216	Cannabis	845,492	269,627	-	269,627	170,385	-	700,000	870,385	244,734
217	State Lands Fund	435,745	56,352	-	56,352	-	-	-	-	492,097
222	Recreation Revolving	362,712	2,285,712	2,420,000	4,705,712	4,932,194	-	-	4,932,194	136,230
223	Household Haz. Waste Fund	527,641	-	-	-	527,641	-	-	527,641	-
228	Hazardous Materials Fund	55,251	-	-	-	-	-	-	-	55,251
234	Pt. San Pedro A.D. Maintenance Portion	149,781	156,233	-	156,233	183,186	-	-	183,186	122,828
235	Baypoint Lagoons L & L Assessment District	240,105	34,206	-	34,206	212,700	-	-	212,700	61,611
236	Loch Lomond CFD #10	816,006	57,181	-	57,181	18,855	-	-	18,855	854,332
237	Loch Lomond Marina CFD #2	985,045	257,915	-	257,915	135,030	-	-	135,030	1,107,930
240	Parkland Dedication	359,989	14,350	-	14,350	-	-	-	-	374,339
241	Measure A Open Space	1,175,053	566,197	-	566,197	3	937,500	-	937,503	803,747
242	Measure C Wildfire Prevention	1,672,290	3,356,061	-	3,356,061	4,269,472	-	-	4,269,472	758,879
495	Low and moderate Income Housing Fund	1,776,284	10,564	-	10,564	85,770	-	-	85,770	1,701,078
<b>LIBRARY AND FALKIRK:</b>										
214	Library Revolving	4,342,099	109,343	-	109,343	42,392	4,357,059	-	4,399,451	51,991
215	Library Special Assessment Fund	1,001,792	1,236,283	-	1,236,283	1,869,730	-	-	1,869,730	368,345
	Library Fund	5,343,891	1,345,626	-	1,345,626	1,912,122	4,357,059	-	6,269,181	420,336
<b>PUBLIC SAFETY:</b>										
200	Abandoned Vehicle	9,471	85,000	85,000	170,000	179,067	-	-	179,067	404
202	Asset Seizure	3,704	-	-	-	-	-	-	-	3,704
204	Crime Prevention	7,573	-	-	-	-	-	-	-	7,573
230	Youth Services - Police	67,890	19,050	-	19,050	40,043	-	-	40,043	46,897
	Public Safety Fund	88,638	104,050	85,000	189,050	219,110	-	-	219,110	58,578
<b>TRAFFIC AND HOUSING:</b>										
243	Affordable Housing in lieu	2,611,941	1,091,630	-	1,091,630	-	-	-	-	3,703,571
245	Housing & Parking In-lieu	369,359	13,574	-	13,574	-	-	-	-	382,933
246	East S.R. Traffic Mitigation	1,005,965	639,954	-	639,954	440,000	100,000	250,000	790,000	855,919
	Traffic & Housing Mitigation Funds	3,987,266	1,745,158	-	1,745,158	440,000	100,000	250,000	790,000	4,942,424
<b>GRANT:</b>										
201	A.D.A.. Access Projects	-	-	-	-	-	-	-	-	-
260	Pickleweed Childcare Grant	381,358	651,240	-	651,240	683,288	-	-	683,288	349,310
281	Public Safety Grants	522,321	300,000	-	300,000	472,445	-	-	472,445	349,876
283	Grant-Other	461,672	1,977,500	-	1,977,500	2,346,021	-	-	2,346,021	93,151
	Grant Funds	1,365,351	2,928,740	-	2,928,740	3,501,754	-	-	3,501,754	792,337
<b>SPECIAL REVENUE &amp; GRANT FUND TOTAL</b>		<b>31,102,171</b>	<b>42,702,694</b>	<b>4,115,000</b>	<b>46,817,694</b>	<b>31,773,880</b>	<b>21,533,050</b>	<b>1,710,000</b>	<b>55,016,930</b>	<b>22,902,935</b>

**FY2024-25 PROPOSED BUDGET  
REVENUES AND APPROPRIATIONS BY FUND**

**CITY OF SAN RAFAEL  
CONSOLIDATED FUNDS**

FY 2024-25 PROJECTED BUDGET FUND NAME		updated 5/3/24 Est.Actual June 30, 2024 Balance	Total Operating and Capital Revenue	Transfers In	Total Resources	Total Operating Budget	Total Capital Budget	Transfers to Other Funds	Total Appropriations	June 30, 2025 Projected Balance
		<b>ASSESSMENT DISTRICTS:</b>								
Var. Assessment District Projects		298,722	-	-	-	-	-	-	-	298,722
<b>ASSESSMENT DISTRICT TOTAL</b>		<b>298,722</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>298,722</b>
<b>CAPITAL PROJECT FUNDS:</b>										
401 Capital Improvement		8,012,141	4,421,955	2,735,000	7,156,955	100,000	9,215,000	-	9,315,000	5,854,096
405 Open Space Acquisition		119,248	4,767	-	4,767	-	-	-	-	124,015
406 Bedroom Tax		142,339	5,642	-	5,642	-	-	-	-	147,981
407 Parks Capital Projects		21,861	-	-	-	-	-	-	-	21,861
420 Measure E - Public Safety Facilities		2,418,016	147,645	353,500	501,145	-	100,000	-	100,000	2,819,161
<b>CAPITAL PROJECT FUND TOTAL</b>		<b>10,713,604</b>	<b>4,580,009</b>	<b>3,088,500</b>	<b>7,668,509</b>	<b>100,000</b>	<b>9,315,000</b>	<b>-</b>	<b>9,415,000</b>	<b>8,967,113</b>
<b>ENTERPRISE FUND:</b>										
501 Parking Services		206,341	4,807,330	-	4,807,330	4,232,367	-	562,993	4,795,360	218,311
<b>ENTERPRISE FUND TOTAL</b>		<b>206,341</b>	<b>4,807,330</b>	<b>-</b>	<b>4,807,330</b>	<b>4,232,367</b>	<b>-</b>	<b>562,993</b>	<b>4,795,360</b>	<b>218,311</b>
<b>INTERNAL SERVICE FUNDS:</b>										
227 Sewer Maintenance		-	3,574,639	-	3,574,639	3,574,639	-	-	3,574,639	-
600 Vehicle Replacement		5,056,268	1,540,159	1,000,000	2,540,159	330,000	-	-	330,000	7,266,427
601 Technology Replacement		3,668,422	2,782,895	-	2,782,895	4,400,168	-	-	4,400,168	2,051,149
602 Fire Equipment Replacement		1,057,572	173,494	250,000	423,494	231,000	-	-	231,000	1,250,066
603 Building Improvement		5,296,922	2,177,147	-	2,177,147	200,000	2,412,713	-	2,612,713	4,861,356
604 Employee Benefits		727,252	790,328	-	790,328	586,788	-	-	586,788	930,792
605 Liability Insurance		1,962,024	2,994,258	2,000,000	4,994,258	6,691,549	-	-	6,691,549	264,733
606 Workers Compensation Insurance		950,126	3,241,777	-	3,241,777	3,528,289	-	-	3,528,289	663,614
607 Dental Insurance		580,691	682,644	-	682,644	495,000	-	-	495,000	768,335
608 Radio Replacement		686,440	467,091	-	467,091	410,000	-	-	410,000	743,531
609 Telephone/Internet		180,817	693,786	-	693,786	684,400	-	-	684,400	190,203
611 Employee Retirement		1,775,012	100,565	-	100,565	4,000	-	680,313	684,313	1,191,264
612 Retiree Health Benefit OPEB		236,852	3,944,963	-	3,944,963	3,660,000	-	-	3,660,000	521,815
613 Police Equipment Replacement		404,722	59,675	250,000	309,675	407,000	-	-	407,000	307,397
<b>INTERNAL SERVICE FUND TOTAL</b>		<b>22,583,121</b>	<b>23,223,421</b>	<b>3,500,000</b>	<b>26,723,421</b>	<b>25,202,833</b>	<b>2,412,713</b>	<b>680,313</b>	<b>28,295,859</b>	<b>21,010,683</b>
<b>TRUST AND AGENCY FUNDS:</b>										
712 Library Fiduciary		527,179	97,427	-	97,427	-	-	-	-	624,606
714 Pt. San Pedro Assessment District		199,035	-	-	-	155,002	-	-	155,002	44,033
<b>TRUST &amp; AGENCY FUND TOTAL</b>		<b>527,179</b>	<b>97,427</b>	<b>-</b>	<b>97,427</b>	<b>155,002</b>	<b>-</b>	<b>-</b>	<b>155,002</b>	<b>668,639</b>
<b>COMBINED FUNDS TOTAL</b>		<b>98,454,201</b>	<b>177,340,360</b>	<b>13,211,806</b>	<b>190,552,166</b>	<b>164,649,064</b>	<b>33,260,763</b>	<b>13,211,806</b>	<b>211,121,633</b>	<b>77,884,734</b>
<b>LESS: INTERFUND TRANSFER</b>				<b>(13,211,806)</b>	<b>(13,211,806)</b>			<b>(13,211,806)</b>	<b>(13,211,806)</b>	
<b>LESS: INTERNAL SERVICE CHARGES</b>			<b>(18,065,730)</b>		<b>(18,065,730)</b>	<b>(18,065,729)</b>			<b>(18,065,729)</b>	
<b>NET TOTALS FY 2024-25</b>		<b>98,454,201</b>	<b>159,274,630</b>	<b>-</b>	<b>159,274,630</b>	<b>146,583,335</b>	<b>33,260,763</b>	<b>-</b>	<b>179,844,098</b>	<b>77,884,734</b>



**ALL FUNDS  
PROPOSED BUDGET FY 2024-25  
Revenues and Expenditures**

**EXHIBIT II**

	FY23-24 Adopted Budget	FY24-25 Proposed Budget	%	\$ Change
<b>REVENUES &amp; OTHER SOURCES</b>				
Taxes	\$ 89,695,156	\$ 92,227,165	2.8%	\$ 2,532,009
Licenses and Permits	2,855,788	2,950,488	3.3%	94,700
Fines and Forfeitures	2,639,740	2,703,400	2.4%	63,660
Use of Money	532,248	4,316,047	710.9%	3,783,799
Intergovernmental	21,030,007	34,250,092	62.9%	13,220,085
Charges for Services	20,539,268	21,895,413	6.6%	1,356,145
Other Revenues	26,080,350	18,997,755	-27.2%	(7,082,595)
Transfers In	6,029,561	13,211,806	119.1%	7,182,245
<b>TOTAL SOURCES</b>	<b>\$ 169,402,117</b>	<b>\$ 190,552,166</b>	<b>12.5%</b>	<b>\$ 21,150,049</b>

**EXPENDITURES AND OTHER USES**

**Expenditures by Department**

Finance	3,623,005	3,371,626	-6.9%	(251,379)
Non-Departmental	10,678,383	11,971,375	12.1%	1,292,992
City Manager/City Council	3,602,499	4,925,600	36.7%	1,323,101
City Clerk	581,169	783,037	34.7%	201,868
Digital Service	6,181,966	7,293,970	18.0%	1,112,004
Human Resources	12,846,036	15,447,709	20.3%	2,601,673
Parking	3,873,776	4,207,107	8.6%	333,331
City Attorney	1,327,403	1,452,736	9.4%	125,333
Community Development	9,233,460	9,896,788	7.2%	663,328
Police	28,517,599	29,886,707	4.8%	1,369,108
Fire	35,594,756	38,340,309	7.7%	2,745,553
Public Works	54,273,508	53,413,549	-1.6%	(859,959)
Library	9,141,598	9,763,573	6.8%	621,975
Recreation	9,117,457	7,155,741	-21.5%	(1,961,716)
Economic Development	927,704	-	-100.0%	(927,704)
Transfers out	6,029,561	13,211,806	119.1%	7,182,245

<b>TOTAL USES</b>	<b>\$ 195,549,881</b>	<b>\$ 211,121,633</b>	<b>8.0%</b>	<b>\$ 15,571,752</b>
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<b>NET OPERATING RESULTS</b>	<b>\$ (26,147,764)</b>	<b>\$ (20,569,467)</b>	<b>-21.3%</b>	<b>\$ 5,578,297</b>
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Expenditure Category	FY23-24 Adopted Budget	FY24-25 Proposed Budget	%	
Salaries	\$ 53,680,487	\$ 56,841,038		
Fringe Benefits	42,521,368	42,928,249		
<i>Sub-Total Personnel</i>	<i>\$ 96,201,855</i>	<i>\$ 99,769,287</i>	3.7%	\$ 3,567,432
Services	34,009,594	56,384,093	65.8%	22,374,499
Supplies	3,793,381	4,180,738	10.2%	387,357
Utilities/Communications	2,770,214	3,077,950	11.1%	307,736
Other	3,371,644	4,203,810	24.7%	832,166
Debt Service	5,390,815	5,603,882	4.0%	213,067
Assets Purchased	34,834,776	14,701,559	-57.8%	(20,133,217)
Internal Service Charges	9,148,042	9,988,508	9.2%	840,466
Transfers	6,029,561	13,211,806	119.1%	7,182,245
<b>Total Appropriations</b>	<b>\$ 195,549,881</b>	<b>\$ 211,121,633</b>	<b>8.0%</b>	<b>\$ 15,571,752</b>

**GENERAL FUND  
FY 2024-25 PROPOSED BUDGET  
Revenues and Expenditures**

EXHIBIT III

	FY23-24 Adopted Budget	FY24-25 Proposed Budget	% Change	\$ Change
<b>REVENUES &amp; OTHER OPERATIONAL SOURCES</b>				
<b>Taxes</b>				
Property Tax and related	\$ 25,351,496	\$ 26,698,822	5.3%	1,347,326
Sales Tax	25,414,990	25,253,524	-0.6%	(161,466)
Sales Tax -Measure E	14,487,000	14,520,000	0.2%	33,000
Sales Tax -Measure R	4,829,000	4,840,000	0.2%	11,000
Franchise Tax	4,270,000	4,700,000	10.1%	430,000
Business Tax	2,602,000	2,600,000	-0.1%	(2,000)
Transient Occupancy Tax	3,100,000	3,900,000	25.8%	800,000
<b>Other Agencies</b>				
CSA #19 Fire Service	2,515,788	2,591,262	3.0%	75,474
VLF Backfill	7,000,000	7,560,009	8.0%	560,009
Other Agencies (Prop 172, Owner Prop Tax, State Mandate, Other agencies)	1,853,633	1,557,133	-16.0%	(296,500)
<b>Other Revenues</b>				
Permits & Licenses (building, electrical, encroachment, use, alarm)	2,855,788	2,950,488	3.3%	94,700
Fine & Forfeitures (traffic, vehicle, etc.)	212,740	203,400	-4.4%	(9,340)
Interest & Rents (investment earnings, rents, etc.)	456,900	1,069,558	134.1%	612,658
Charges for Services (includes dev't fees and plan review)	2,645,764	2,480,008	-6.3%	(165,756)
Other Revenue (damage reimbursements, misc income)	594,500	358,000	-39.8%	(236,500)
Sub-total: Revenues	\$ 98,189,599	\$ 101,282,204	3.1%	\$ 3,092,605
<b>TRANSFERS IN</b>				
Assessment District reimbursements				
from Gas Tax	650,000	650,000	0.0%	-
from Parking Services Fund - Admin. cost	497,148	477,993	-3.9%	(19,155)
from Cannabis Fund - SAFE Team		700,000	0.0%	700,000
from Employee Retirement Fund - POB debt payment	680,313	680,313	0.0%	-
Sub-total: Transfers In	\$ 1,827,461	\$ 2,508,306	37.3%	\$ 680,845
<b>TOTAL SOURCES</b>	<b>\$ 100,017,060</b>	<b>\$ 103,790,510</b>	<b>3.8%</b>	<b>\$ 3,773,450</b>
<b>EXPENDITURES AND OTHER OPERATIONAL USES</b>				
<b>Expenditures by Department</b>				
Finance	3,033,755	2,628,380	-13.4%	(405,375)
Non-Departmental	10,678,384	11,843,287	10.9%	1,164,903
City Manager/City Council	3,247,605	3,945,027	21.5%	697,422
City Clerk	581,169	783,037	34.7%	201,868
Digital Service	1,949,021	2,209,402	13.4%	260,381
Human Resources	724,561	720,095	-0.6%	(4,466)
City Attorney	1,211,301	1,330,633	9.9%	119,332
Community Development	6,686,645	7,099,121	6.2%	412,476
Police	26,818,491	28,482,454	6.2%	1,663,963
Fire	23,570,766	24,097,859	2.2%	527,093
Public Works	15,125,015	15,399,570	1.8%	274,555
Library	3,392,971	3,494,392	3.0%	101,421
Economic Development	814,456	-	-100.0%	(814,456)
Sub-total: Expenditures	\$ 97,834,140	\$ 102,033,257	4.3%	\$ 4,199,117
<b>OPERATIONAL TRANSFERS OUT</b>				
to Recreation Fund - Operating support	2,207,000	2,420,000	9.7%	213,000
to Essential Facilities Fund - Measure E		353,500	0.0%	353,500
to Liability Fund		2,000,000	0.0%	2,000,000
to Capital Improvement Fund - Pickleweed		2,000,000	0.0%	2,000,000
to Capital Improvement Fund - Stormwater		735,000	0.0%	735,000
to Stormwater		250,000	0.0%	250,000
to Gas Tax		1,000,000	0.0%	1,000,000
to Vehicle Replacement Fund		1,000,000	0.0%	1,000,000
to Police Equipment Replacement Fund		250,000	0.0%	250,000
to Fire Equipment Replacement Fund		250,000	0.0%	250,000
Sub-total: Transfers Out	\$ 2,207,000	\$ 10,258,500	364.8%	\$ 8,051,500
<b>TOTAL USES</b>	<b>\$ 100,041,140</b>	<b>\$ 112,291,757</b>	<b>12.2%</b>	<b>\$ 12,250,617</b>
<b>NET OPERATING RESULTS</b>	<b>\$ (24,080)</b>	<b>\$ (8,501,247)</b>		<b>\$ (8,477,167)</b>

Expenditure Category	FY23-24 Adopted Budget	FY24-25 Proposed Budget	% Change	\$
	Salaries	\$ 38,657,208		
Fringe Benefits	29,916,522	29,790,481		
<b>Sub-Total Personnel</b>	<b>\$ 68,573,730</b>	<b>\$ 71,096,255</b>	<b>3.7%</b>	<b>\$ 2,522,525</b>
Services	11,741,521	11,849,929	0.9%	108,408
Supplies	1,312,842	1,451,992	10.6%	139,150
Utilities/Communications	1,596,150	1,888,650	18.3%	292,500
Other	1,238,871	1,505,815	21.5%	266,944
Debt Service	5,248,727	5,326,792	1.5%	78,065
Assets Purchased	122,776	-	-100.0%	(122,776)
Internal Service Charges	7,999,523	8,913,824	11.4%	914,301
Transfers	2,207,000	10,258,500	364.8%	8,051,500
<b>Total Appropriations</b>	<b>\$ 100,041,140</b>	<b>\$ 112,291,757</b>	<b>12.2%</b>	<b>\$ 12,250,617</b>

**CITY OF SAN RAFAEL  
Authorized Positions**

EXHIBIT IV

<b>Departments</b>	<b>Adopted 2023-2024</b>	<b>After Mid-Yr 2023-2024</b>	<b>Final 2023-2024</b>	<b>Proposed 2024-2025</b>
<b>Regular</b>				
Community Development	23.00	1.00	24.00	24.00
Community Services	56.90	(12.92)	43.98	43.98
City Attorney	3.50	1.00	3.50	3.50
City Clerk	2.00		2.00	2.00
City Manager/Council	11.56	2.00	13.56	13.56
Economic Development (Move to CDD)	1.00	1.00	2.00	2.00
Finance	11.00	(1.00)	10.00	10.00
Fire	82.00		82.00	82.00
Library	21.96		21.96	21.96
Management Services	28.63	(1.00)	27.63	27.63
Police	93.00		93.00	93.00
Public Works	49.00		49.00	49.00
SRSD	17.00		17.00	17.00
<b>Sub - Total Regular Positions</b>	<b>400.55</b>	<b>(9.92)</b>	<b>389.63</b>	<b>389.63</b>
<b>Change from previous year</b>				
<b>Fixed Term</b>				
Community Development	1.00		1.00	1.00
City Manager/Council	1.00	-	1.00	1.00
Community Services	1.51	(0.80)	0.71	0.71
Economic Development (former RDA)	1.00	(1.00)	-	-
Finance	1.00		1.00	1.00
Fire	11.00		11.00	11.00
Library	-		-	-
Management Services	4.00	1.00	5.00	5.00
Police	-	1.00	1.00	1.00
Public Works	4.00		4.00	4.00
SRSD	1.00	1.00	2.00	2.00
<b>Sub - Total Fixed-Term Positions</b>	<b>25.51</b>	<b>0.20</b>	<b>26.71</b>	<b>26.71</b>
<b>Total Budgeted Positions</b>	<b>426.06</b>	<b>(9.72)</b>	<b>416.34</b>	<b>416.34</b>
<b>Authorized, unbudgeted - extended absence/no cost</b>	<b>-</b>		<b>-</b>	<b>-</b>
<b>Total Authorized Positions</b>	<b>426.06</b>		<b>416.34</b>	<b>416.34</b>

**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.

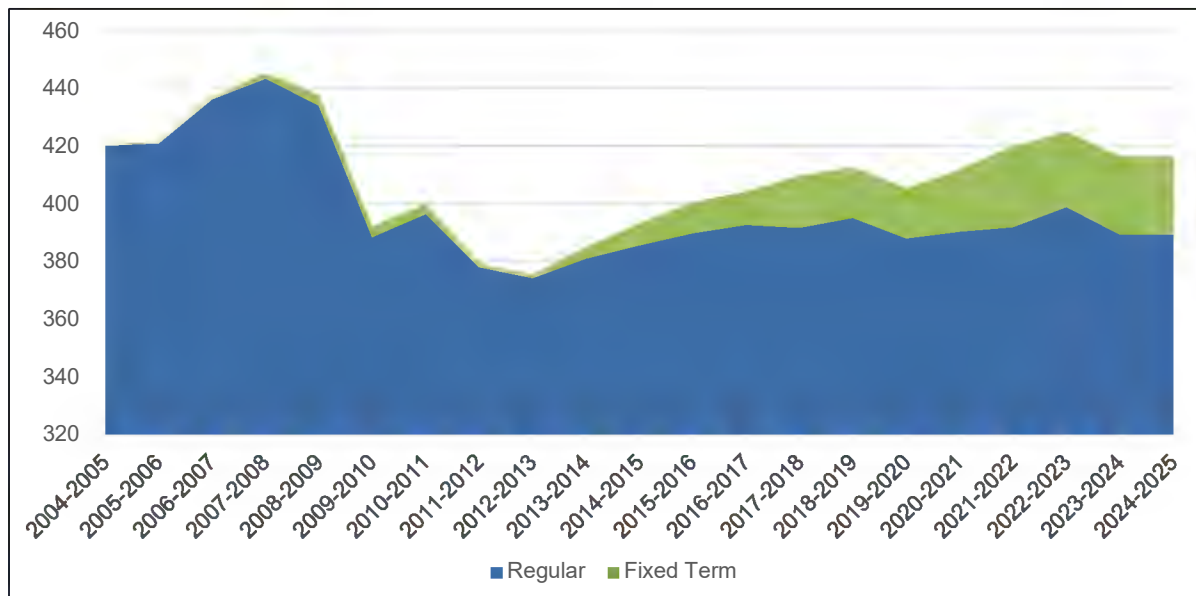
City of San Rafael  
Authorized Positions

Departments	Final 2015-2016	Final 2016-2017	Final 2017-2018	Final 2018-2019	Final 2019-2020	Final 2020-2021	Final 2021-2022	Final 2022-2023	Final 2023-2024	Proposed 2024-25
Community Development	19.80	20.00	21.00	21.00	20.75	20.75	22.00	23.00	24.00	24.00
Community Services	59.33	59.43	59.43	60.90	54.90	54.90	54.90	56.90	43.98	43.98
City Attorney	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50
City Clerk	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
City Manager/Council	14.56	14.56	15.56	11.56	11.56	11.56	10.56	11.56	13.56	13.56
Economic Development (former RDA)	-	-	-	2.00	2.00	2.00	1.00	1.00	2.00	2.00
Finance	11.72	11.72	9.72	9.72	9.72	9.72	11.00	11.00	10.00	10.00
Fire	79.00	79.00	78.00	78.00	78.00	78.00	80.00	82.00	82.00	82.00
Library	23.41	23.41	23.41	23.41	21.66	21.66	21.66	21.66	21.96	21.96
Human Resources	3.50	4.00	4.00	4.00	4.00	4.00	3.00	4.00	4.00	4.00
Digital Services (Formerly IT)	5.70	6.70	6.70	9.70	8.70	8.00	8.00	8.00	7.00	7.00
Parking Services	16.63	16.63	16.63	16.63	16.63	16.63	16.63	16.63	16.63	16.63
Police	89.00	90.00	90.00	92.00	92.00	94.00	93.00	93.00	93.00	93.00
Public Works	62.00	62.00	62.00	61.00	63.00	64.00	65.00	65.00	66.00	66.00
Fixed-Term	12.26	13.06	18.53	17.16	16.81	21.01	27.51	25.51	26.71	26.71
<b>Citywide Positions</b>	<b>402.41</b>	<b>406.01</b>	<b>410.48</b>	<b>412.58</b>	<b>405.23</b>	<b>411.73</b>	<b>419.76</b>	<b>424.76</b>	<b>416.34</b>	<b>416.34</b>

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.

Figure 1: Graph of Regular and Fixed-Term Staff, 2004 to 2024



Note: Growth in Fixed-Term employees largely due to new Fire Department staff supported by Measure C funding.

## SAN RAFAEL UNREPRESENTED MID-MANAGEMENT

## SALARY SCHEDULE

Effective June 17, 2024

Grade	Position	A	B	C	D	E
7315	Accounting Manager	\$ 10,080	\$ 10,584	\$ 11,113	\$ 11,668	\$ 12,252
2303	Assistant Community Development Director	\$ 12,646	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371
2304	Assistant Community & Economic Development Director	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371	\$ 16,139
2400	Assistant Library and Recreation Director	\$ 11,355	\$ 11,923	\$ 12,519	\$ 13,145	\$ 13,802
2202	Assistant Public Works Director	\$ 12,886	\$ 13,530	\$ 14,207	\$ 14,917	\$ 15,663
2302	Chief Building Official	\$ 11,975	\$ 12,574	\$ 13,202	\$ 13,863	\$ 14,556
4203	Civic Engagement Design Manager*	\$ 10,229	\$ 10,741	\$ 11,278	\$ 11,842	\$ 12,434
2122	Code Enforcement Supervisor	\$ 7,796	\$ 8,186	\$ 8,595	\$ 9,025	\$ 9,477
4204	Data & Infrastructure Manager	\$ 11,328	\$ 11,894	\$ 12,489	\$ 13,113	\$ 13,769
4213	Deputy Building Official	\$ 10,778	\$ 11,317	\$ 11,882	\$ 12,477	\$ 13,100
1105	Deputy City Attorney I	\$ 10,852	\$ 11,395	\$ 11,965	\$ 12,563	\$ 13,191
1109	Deputy City Attorney II	\$ 11,965	\$ 12,564	\$ 13,192	\$ 13,852	\$ 14,544
7125	Deputy Director of Emergency Management	\$ 12,886	\$ 13,530	\$ 14,207	\$ 14,917	\$ 15,663
7127	Deputy Fire Chief	\$ 14,663	\$ 15,396	\$ 16,166	\$ 16,974	\$ 17,823
2120	Deputy Fire Marshall	\$ 10,193	\$ 10,702	\$ 11,237	\$ 11,799	\$ 12,389
TBD	Deputy PW Administrative Services Director*	\$ 11,707	\$ 12,292	\$ 12,907	\$ 13,552	\$ 14,230
2135	Deputy Public Works Director	\$ 11,707	\$ 12,292	\$ 12,907	\$ 13,552	\$ 14,230
7313	Economic Development Coordinator	\$ 9,834	\$ 10,326	\$ 10,842	\$ 11,385	\$ 11,954
2128	Economic Development Manager	\$ 10,814	\$ 11,355	\$ 11,923	\$ 12,519	\$ 13,145
7117	Emergency Services Manager	\$ 9,595	\$ 10,075	\$ 10,579	\$ 11,108	\$ 11,663
2137	Housing Manager	\$ 11,173	\$ 11,732	\$ 12,318	\$ 12,934	\$ 13,581
2107	Human Resources Operations Manager	\$ 9,779	\$ 10,268	\$ 10,781	\$ 11,320	\$ 11,886
2208	Operations and Maintenance Manager	\$ 10,661	\$ 11,194	\$ 11,754	\$ 12,341	\$ 12,958
2208	Operations and Maintenance Manager (SRSD)	\$ 10,661	\$ 11,194	\$ 11,754	\$ 12,341	\$ 12,958
TBD	Operations & Maintenance Superintendent*	\$ 9,735	\$ 10,222	\$ 10,733	\$ 11,269	\$ 11,833
2703	Parking Services Manager	\$ 9,834	\$ 10,326	\$ 10,842	\$ 11,385	\$ 11,954
7312	Parks Superintendent	\$ 9,735	\$ 10,222	\$ 10,733	\$ 11,269	\$ 11,833
2116	Planning Manager	\$ 11,173	\$ 11,732	\$ 12,318	\$ 12,934	\$ 13,581
2206	Principal Civil Engineer (SRSD)	\$ 13,404	\$ 14,074	\$ 14,778	\$ 15,517	\$ 16,293
2143	Principal HR Analyst	\$ 9,779	\$ 10,268	\$ 10,781	\$ 11,320	\$ 11,886
4206	Product Manager	\$ 10,229	\$ 10,741	\$ 11,278	\$ 11,842	\$ 12,434
8103	Recreation Supervisor	\$ 8,242	\$ 8,654	\$ 9,087	\$ 9,541	\$ 10,019
9511	Risk Manager	\$ 11,173	\$ 11,732	\$ 12,318	\$ 12,934	\$ 13,581
7317	Senior Code Enforcement Supervisor	\$ 8,605	\$ 9,036	\$ 9,487	\$ 9,962	\$ 10,460
2101	Senior Management Analyst I	\$ 7,985	\$ 8,384	\$ 8,803	\$ 9,243	\$ 9,705
2105	Senior Management Analyst II	\$ 9,507	\$ 9,982	\$ 10,481	\$ 11,005	\$ 11,555
2203	Senior Project Manager	\$ 9,729	\$ 10,216	\$ 10,726	\$ 11,263	\$ 11,826
8102	Senior Recreation Supervisor	\$ 9,097	\$ 9,552	\$ 10,030	\$ 10,531	\$ 11,058
7310	Sewer Maintenance Superintendent	\$ 9,735	\$ 10,222	\$ 10,733	\$ 11,269	\$ 11,833
7311	Street Maintenance Superintendent	\$ 9,735	\$ 10,222	\$ 10,733	\$ 11,269	\$ 11,833
7245	Supervising Librarian	\$ 8,242	\$ 8,654	\$ 9,087	\$ 9,541	\$ 10,019
2150	Sustainability Program Manager	\$ 8,013	\$ 8,413	\$ 8,834	\$ 9,275	\$ 9,739

\*Approved with 6/17/24 Council budget action

**SAN RAFAEL POLICE ASSOCIATION  
SALARY SCHEDULE  
Effective June 1, 2024**

EXHIBIT VII

Grade*	Position		A	B	C	D	E	F
6203	COMMUNITY SERVICE OFFICER	Annually	\$ 72,650	\$ 76,283	\$ 80,097	\$ 84,102	\$ 88,307	
		Monthly	\$ 6,054	\$ 6,357	\$ 6,675	\$ 7,008	\$ 7,359	
		Hourly	\$ 34.9279	\$ 36.6743	\$ 38.5081	\$ 40.4335	\$ 42.4551	
6220	MENTAL HEALTH LIAISON	Annually	\$ 98,265	\$ 103,178	\$ 108,337	\$ 113,754	\$ 119,442	
		Monthly	\$ 8,189	\$ 8,598	\$ 9,028	\$ 9,480	\$ 9,953	
		Hourly	\$ 47.2429	\$ 49.6050	\$ 52.0853	\$ 54.6895	\$ 57.4240	
6202	POLICE ADMINISTRATIVE TECHNICIAN I	Annually	\$ 74,422	\$ 78,143	\$ 82,050	\$ 86,153	\$ 90,460	
		Monthly	\$ 6,202	\$ 6,512	\$ 6,838	\$ 7,179	\$ 7,538	
		Hourly	\$ 35.7797	\$ 37.5687	\$ 39.4471	\$ 41.4195	\$ 43.4905	
6214	POLICE ADMINISTRATIVE TECHNICIAN II	Annually	\$ 82,050	\$ 86,153	\$ 90,460	\$ 94,983	\$ 99,732	
		Monthly	\$ 6,838	\$ 7,179	\$ 7,538	\$ 7,915	\$ 8,311	
		Hourly	\$ 39.4471	\$ 41.4195	\$ 43.4905	\$ 45.6650	\$ 47.9482	
2121	POLICE CALL TAKER & RECORDS SPECIALIST	Annually	\$ 70,607	\$ 74,137	\$ 77,844	\$ 81,736	\$ 85,823	
		Monthly	\$ 5,884	\$ 6,178	\$ 6,487	\$ 6,811	\$ 7,152	
		Hourly	\$ 33.9456	\$ 35.6428	\$ 37.4250	\$ 39.2962	\$ 41.2610	
6201	POLICE SUPPORT SERVICES SUPERVISOR	Annually	\$ 106,299	\$ 111,613	\$ 117,194	\$ 123,054	\$ 129,207	\$ 135,667
		Monthly	\$ 8,858	\$ 9,301	\$ 9,766	\$ 10,254	\$ 10,767	\$ 11,306
		Hourly	\$ 51.1051	\$ 53.6603	\$ 56.3433	\$ 59.1605	\$ 62.1185	\$ 65.2244
9622	POLICE COMMUNICATIONS DISPATCH TRAINEE	Annually	\$ 61,029	\$ 64,081	\$ 67,285	\$ 70,649	\$ 74,182	
		Monthly	\$ 5,086	\$ 5,340	\$ 5,607	\$ 5,887	\$ 6,182	
		Hourly	\$ 29.3410	\$ 30.8081	\$ 32.3485	\$ 33.9659	\$ 35.6642	
6205	POLICE COMMUNICATIONS DISPATCHER	Annually	\$ 77,032	\$ 80,884	\$ 84,928	\$ 89,174	\$ 93,633	\$ 98,315
		Monthly	\$ 6,419	\$ 6,740	\$ 7,077	\$ 7,431	\$ 7,803	\$ 8,193
		Hourly	\$ 37.0346	\$ 38.8863	\$ 40.8307	\$ 42.8722	\$ 45.0158	\$ 47.2666
6215	POLICE LEAD COMMUNICATIONS DISPATCHER	Annually	\$ 82,810	\$ 86,950	\$ 91,298	\$ 95,863	\$ 100,656	\$ 105,689
		Monthly	\$ 6,901	\$ 7,246	\$ 7,608	\$ 7,989	\$ 8,388	\$ 8,807
		Hourly	\$ 39.8125	\$ 41.8031	\$ 43.8933	\$ 46.0879	\$ 48.3923	\$ 50.8120
6106	POLICE CORPORAL	Annually	N/A	N/A	\$ 123,593	\$ 129,772	\$ 136,261	\$ 143,074
		Monthly	N/A	N/A	\$ 10,299	\$ 10,814	\$ 11,355	\$ 11,923
		Hourly	N/A	N/A	\$ 59.4196	\$ 62.3906	\$ 65.5101	\$ 68.7856
6206	POLICE EVIDENCE & PROPERTY TECHNICIAN	Annually	\$ 76,298	\$ 80,113	\$ 84,119	\$ 88,325	\$ 92,741	
		Monthly	\$ 6,358	\$ 6,676	\$ 7,010	\$ 7,360	\$ 7,728	
		Hourly	\$ 36.6819	\$ 38.5160	\$ 40.4418	\$ 42.4639	\$ 44.5871	
6107	POLICE OFFICER	Annually	\$ 106,776	\$ 112,114	\$ 117,720	\$ 123,606	\$ 129,786	\$ 136,276
		Monthly	\$ 8,898	\$ 9,343	\$ 9,810	\$ 10,301	\$ 10,816	\$ 11,356
		Hourly	\$ 51.3344	\$ 53.9012	\$ 56.5962	\$ 59.4260	\$ 62.3973	\$ 65.5172
6109	POLICE RECRUIT	Annually	\$ 88,782	\$ 93,221	\$ 97,882	\$ 102,776	\$ 107,915	
		Monthly	\$ 7,398	\$ 7,768	\$ 8,157	\$ 8,565	\$ 8,993	
		Hourly	\$ 42.6835	\$ 44.8177	\$ 47.0585	\$ 49.4115	\$ 51.8820	
6111	POLICE REGULATORY OFFICER	Annually	\$ 77,032	\$ 80,884	\$ 84,928	\$ 89,174	\$ 93,633	\$ 98,315
		Monthly	\$ 6,419	\$ 6,740	\$ 7,077	\$ 7,431	\$ 7,803	\$ 8,193
		Hourly	\$ 37.0346	\$ 38.8863	\$ 40.8307	\$ 42.8722	\$ 45.0158	\$ 47.2666
4524	POLICE SECURITY OFFICER	Annually	\$ 72,148	\$ 75,756	\$ 79,544	\$ 83,521	\$ 87,697	\$ 92,082
		Monthly	\$ 6,012	\$ 6,313	\$ 6,629	\$ 6,960	\$ 7,308	\$ 7,673
		Hourly	\$ 34.6867	\$ 36.4210	\$ 38.2421	\$ 40.1542	\$ 42.1619	\$ 44.2700
6104	POLICE SERGEANT	Annually	N/A	N/A	\$ 144,015	\$ 151,216	\$ 158,777	\$ 166,715
		Monthly	N/A	N/A	\$ 12,001	\$ 12,601	\$ 13,231	\$ 13,893
		Hourly	N/A	N/A	\$ 69.2380	\$ 72.6999	\$ 76.3349	\$ 80.1516
9525	YOUTH SERVICES PROGRAM SUPERVISOR	Annually	\$ 109,063	\$ 114,516	\$ 120,242	\$ 126,254	\$ 132,566	
		Monthly	\$ 9,089	\$ 9,543	\$ 10,020	\$ 10,521	\$ 11,047	
		Hourly	\$ 52.4339	\$ 55.0556	\$ 57.8084	\$ 60.6988	\$ 63.7338	

\*Entry Level Pay Grade is 1XXXX (e.g., Entry Level Police Officer grade code is 16000). Exhibit C side letter as part of the MOU for changes made to the police cadet position → cadet position

**SAN RAFAEL POLICE ASSOCIATION**  
**SALARY SCHEDULE**  
Effective July 1, 2025

Grade*	Position		A	B	C	D	E	F
6203	COMMUNITY SERVICE OFFICER	Annually	\$ 75,266	\$ 79,029	\$ 82,980	\$ 87,129	\$ 91,486	
		Monthly	\$ 6,272	\$ 6,586	\$ 6,915	\$ 7,261	\$ 7,624	
		Hourly	\$ 36.1853	\$ 37.9946	\$ 39.8943	\$ 41.8891	\$ 43.9835	
6220	MENTAL HEALTH LIAISON	Annually	\$ 102,687	\$ 107,821	\$ 113,213	\$ 118,873	\$ 124,817	
		Monthly	\$ 8,557	\$ 8,985	\$ 9,434	\$ 9,906	\$ 10,401	
		Hourly	\$ 49.3688	\$ 51.8372	\$ 54.4291	\$ 57.1506	\$ 60.0081	
6202	POLICE ADMINISTRATIVE TECHNICIAN	Annually	\$ 77,101	\$ 80,956	\$ 85,004	\$ 89,254	\$ 93,717	
		Monthly	\$ 6,425	\$ 6,746	\$ 7,084	\$ 7,438	\$ 7,810	
		Hourly	\$ 37.0678	\$ 38.9212	\$ 40.8672	\$ 42.9106	\$ 45.0561	
6214	POLICE ADMINISTRATIVE TECHNICIAN II	Annually	\$ 85,332	\$ 89,599	\$ 94,079	\$ 98,782	\$ 103,722	
		Monthly	\$ 7,111	\$ 7,467	\$ 7,840	\$ 8,232	\$ 8,643	
		Hourly	\$ 41.0250	\$ 43.0763	\$ 45.2301	\$ 47.4916	\$ 49.8662	
2121	POLICE CALL TAKER & RECORDS SPECIALIST	Annually	\$ 73,784	\$ 77,473	\$ 81,347	\$ 85,414	\$ 89,685	
		Monthly	\$ 6,149	\$ 6,456	\$ 6,779	\$ 7,118	\$ 7,474	
		Hourly	\$ 35.4731	\$ 37.2468	\$ 39.1091	\$ 41.0646	\$ 43.1178	
6201	POLICE SUPPORT SERVICES SUPERVISOR	Annually	\$ 111,082	\$ 116,636	\$ 122,468	\$ 128,591	\$ 135,021	\$ 141,772
		Monthly	\$ 9,257	\$ 9,720	\$ 10,206	\$ 10,716	\$ 11,252	\$ 11,814
		Hourly	\$ 53.4048	\$ 56.0750	\$ 58.8788	\$ 61.8227	\$ 64.9138	\$ 68.1595
9622	POLICE COMMUNICATIONS DISPATCH TRAINEE	Annually	\$ 63,226	\$ 66,388	\$ 69,707	\$ 73,192	\$ 76,852	
		Monthly	\$ 5,269	\$ 5,532	\$ 5,809	\$ 6,099	\$ 6,404	
		Hourly	\$ 30.3973	\$ 31.9172	\$ 33.5130	\$ 35.1887	\$ 36.9481	
6205	POLICE COMMUNICATIONS DISPATCHER	Annually	\$ 80,498	\$ 84,523	\$ 88,750	\$ 93,187	\$ 97,846	\$ 102,739
		Monthly	\$ 6,708	\$ 7,044	\$ 7,396	\$ 7,766	\$ 8,154	\$ 8,562
		Hourly	\$ 38.7012	\$ 40.6362	\$ 42.6680	\$ 44.8014	\$ 47.0415	\$ 49.3936
6215	POLICE LEAD COMMUNICATIONS DISPATCHER	Annually	\$ 86,536	\$ 90,863	\$ 95,406	\$ 100,177	\$ 105,186	\$ 110,445
		Monthly	\$ 7,211	\$ 7,572	\$ 7,951	\$ 8,348	\$ 8,765	\$ 9,204
		Hourly	\$ 41.6041	\$ 43.6843	\$ 45.8685	\$ 48.1619	\$ 50.5700	\$ 53.0985
6106	POLICE CORPORAL	Annually	N/A	N/A	\$ 129,154	\$ 135,612	\$ 142,393	\$ 149,512
		Monthly	N/A	N/A	\$ 10,763	\$ 11,301	\$ 11,866	\$ 12,459
		Hourly	N/A	N/A	\$ 62.0935	\$ 65.1982	\$ 68.4581	\$ 71.8810
6206	POLICE EVIDENCE & PROPERTY TECHNICIAN	Annually	\$ 79,045	\$ 82,997	\$ 87,147	\$ 91,505	\$ 96,080	
		Monthly	\$ 6,587	\$ 6,916	\$ 7,262	\$ 7,625	\$ 8,007	
		Hourly	\$ 38.0025	\$ 39.9026	\$ 41.8977	\$ 43.9926	\$ 46.1922	
6107	POLICE OFFICER	Annually	\$ 111,581	\$ 117,160	\$ 123,018	\$ 129,168	\$ 135,627	\$ 142,408
		Monthly	\$ 9,298	\$ 9,763	\$ 10,251	\$ 10,764	\$ 11,302	\$ 11,867
		Hourly	\$ 53.6445	\$ 56.3267	\$ 59.1430	\$ 62.1002	\$ 65.2052	\$ 68.4655
6109	POLICE RECRUIT	Annually	\$ 91,978	\$ 96,577	\$ 101,405	\$ 106,476	\$ 111,800	
		Monthly	\$ 7,665	\$ 8,048	\$ 8,450	\$ 8,873	\$ 9,317	
		Hourly	\$ 44.2201	\$ 46.4311	\$ 48.7526	\$ 51.1903	\$ 53.7498	
6111	POLICE REGULATORY OFFICER	Annually	\$ 80,498	\$ 84,523	\$ 88,750	\$ 93,187	\$ 97,846	\$ 102,739
		Monthly	\$ 6,708	\$ 7,044	\$ 7,396	\$ 7,766	\$ 8,154	\$ 8,562
		Hourly	\$ 38.7012	\$ 40.6362	\$ 42.6680	\$ 44.8014	\$ 47.0415	\$ 49.3936
4524	POLICE SECURITY OFFICER	Annually	\$ 75,395	\$ 79,165	\$ 83,123	\$ 87,279	\$ 91,643	\$ 96,225
		Monthly	\$ 6,283	\$ 6,597	\$ 6,927	\$ 7,273	\$ 7,637	\$ 8,019
		Hourly	\$ 36.2476	\$ 38.0600	\$ 39.9630	\$ 41.9611	\$ 44.0592	\$ 46.2622
6104	POLICE SERGEANT	Annually	N/A	N/A	\$ 150,496	\$ 158,020	\$ 165,922	\$ 174,218
		Monthly	N/A	N/A	\$ 12,541	\$ 13,168	\$ 13,827	\$ 14,518
		Hourly	N/A	N/A	\$ 72.3537	\$ 75.9714	\$ 79.7700	\$ 83.7585
9525	YOUTH SERVICES PROGRAM SUPERVISOR	Annually	\$ 112,989	\$ 118,638	\$ 124,570	\$ 130,799	\$ 137,339	
		Monthly	\$ 9,416	\$ 9,887	\$ 10,381	\$ 10,900	\$ 11,445	
		Hourly	\$ 54.3216	\$ 57.0376	\$ 59.8895	\$ 62.8840	\$ 66.0282	

\*Entry Level Pay Grade is 1XXXX (e.g., Entry Level Police Officer grade code is 6107). Exhibit C side letter as part of the MOU for changes made to the police cadet position : cadet position

**SAN RAFAEL POLICE ASSOCIATION**  
**SALARY SCHEDULE**  
Effective July 1, 2026

Grade*	Position		A	B	C	D	E	F
6203	COMMUNITY SERVICE OFFICER	Annually	\$ 77,975	\$ 81,874	\$ 85,968	\$ 90,266	\$ 94,779	
		Monthly	\$ 6,498	\$ 6,823	\$ 7,164	\$ 7,522	\$ 7,898	
		Hourly	\$ 37.4880	\$ 39.3624	\$ 41.3305	\$ 43.3971	\$ 45.5669	
6220	MENTAL HEALTH LIAISON	Annually	\$ 107,308	\$ 112,673	\$ 118,307	\$ 124,222	\$ 130,434	
		Monthly	\$ 8,942	\$ 9,389	\$ 9,859	\$ 10,352	\$ 10,869	
		Hourly	\$ 51.5904	\$ 54.1699	\$ 56.8784	\$ 59.7223	\$ 62.7085	
6202	POLICE ADMINISTRATIVE TECHNICIAN	Annually	\$ 79,877	\$ 83,870	\$ 88,064	\$ 92,467	\$ 97,091	
		Monthly	\$ 6,656	\$ 6,989	\$ 7,339	\$ 7,706	\$ 8,091	
		Hourly	\$ 38.4022	\$ 40.3223	\$ 42.3384	\$ 44.4554	\$ 46.6781	
6214	POLICE ADMINISTRATIVE TECHNICIAN II	Annually	\$ 88,745	\$ 93,183	\$ 97,842	\$ 102,734	\$ 107,870	
		Monthly	\$ 7,395	\$ 7,765	\$ 8,153	\$ 8,561	\$ 8,989	
		Hourly	\$ 42.6660	\$ 44.7993	\$ 47.0393	\$ 49.3912	\$ 51.8608	
2121	POLICE CALL TAKER & RECORDS SPECIALIST	Annually	\$ 77,104	\$ 80,960	\$ 85,008	\$ 89,258	\$ 93,721	
		Monthly	\$ 6,425	\$ 6,747	\$ 7,084	\$ 7,438	\$ 7,810	
		Hourly	\$ 37.0694	\$ 38.9229	\$ 40.8690	\$ 42.9125	\$ 45.0581	
6201	POLICE SUPPORT SERVICES SUPERVISOR	Annually	\$ 116,081	\$ 121,885	\$ 127,979	\$ 134,378	\$ 141,097	\$ 148,152
		Monthly	\$ 9,673	\$ 10,157	\$ 10,665	\$ 11,198	\$ 11,758	\$ 12,346
		Hourly	\$ 55.8080	\$ 58.5984	\$ 61.5283	\$ 64.6047	\$ 67.8350	\$ 71.2267
9622	POLICE COMMUNICATIONS DISPATCH TRAINEE	Annually	\$ 65,503	\$ 68,778	\$ 72,217	\$ 75,827	\$ 79,619	
		Monthly	\$ 5,459	\$ 5,731	\$ 6,018	\$ 6,319	\$ 6,635	
		Hourly	\$ 31.4916	\$ 33.0662	\$ 34.7195	\$ 36.4555	\$ 38.2783	
6205	POLICE COMMUNICATIONS DISPATCHER	Annually	\$ 84,121	\$ 88,327	\$ 92,743	\$ 97,380	\$ 102,249	\$ 107,362
		Monthly	\$ 7,010	\$ 7,361	\$ 7,729	\$ 8,115	\$ 8,521	\$ 8,947
		Hourly	\$ 40.4427	\$ 42.4649	\$ 44.5881	\$ 46.8175	\$ 49.1584	\$ 51.6163
6215	POLICE LEAD COMMUNICATIONS DISPATCHER	Annually	\$ 90,431	\$ 94,952	\$ 99,700	\$ 104,685	\$ 109,919	\$ 115,415
		Monthly	\$ 7,536	\$ 7,913	\$ 8,308	\$ 8,724	\$ 9,160	\$ 9,618
		Hourly	\$ 43.4762	\$ 45.6500	\$ 47.9326	\$ 50.3292	\$ 52.8456	\$ 55.4879
6106	POLICE CORPORAL	Annually	N/A	N/A	\$ 134,966	\$ 141,715	\$ 148,800	\$ 156,241
		Monthly	N/A	N/A	\$ 11,247	\$ 11,810	\$ 12,400	\$ 13,020
		Hourly	N/A	N/A	\$ 64.8877	\$ 68.1321	\$ 71.5387	\$ 75.1156
6206	POLICE EVIDENCE & PROPERTY TECHNICIAN	Annually	\$ 81,891	\$ 85,985	\$ 90,285	\$ 94,799	\$ 99,539	
		Monthly	\$ 6,824	\$ 7,165	\$ 7,524	\$ 7,900	\$ 8,295	
		Hourly	\$ 39.3705	\$ 41.3391	\$ 43.4060	\$ 45.5763	\$ 47.8551	
6107	POLICE OFFICER	Annually	\$ 116,602	\$ 122,432	\$ 128,553	\$ 134,981	\$ 141,730	\$ 148,817
		Monthly	\$ 9,717	\$ 10,203	\$ 10,713	\$ 11,248	\$ 11,811	\$ 12,401
		Hourly	\$ 56.0585	\$ 58.8614	\$ 61.8045	\$ 64.8947	\$ 68.1394	\$ 71.5464
6109	POLICE RECRUIT	Annually	\$ 95,289	\$ 100,053	\$ 105,056	\$ 110,309	\$ 115,824	
		Monthly	\$ 7,941	\$ 8,338	\$ 8,755	\$ 9,192	\$ 9,652	
		Hourly	\$ 45.8120	\$ 48.1026	\$ 50.5077	\$ 53.0331	\$ 55.6848	
6111	POLICE REGULATORY OFFICER	Annually	\$ 84,121	\$ 88,327	\$ 92,743	\$ 97,380	\$ 102,249	\$ 107,362
		Monthly	\$ 7,010	\$ 7,361	\$ 7,729	\$ 8,115	\$ 8,521	\$ 8,947
		Hourly	\$ 40.4427	\$ 42.4649	\$ 44.5881	\$ 46.8175	\$ 49.1584	\$ 51.6163
4524	POLICE SECURITY OFFICER	Annually	\$ 78,788	\$ 82,727	\$ 86,864	\$ 91,207	\$ 95,767	\$ 100,555
		Monthly	\$ 6,566	\$ 6,894	\$ 7,239	\$ 7,601	\$ 7,981	\$ 8,380
		Hourly	\$ 37.8788	\$ 39.7727	\$ 41.7613	\$ 43.8494	\$ 46.0419	\$ 48.3440
6104	POLICE SERGEANT	Annually	N/A	N/A	\$ 157,268	\$ 165,131	\$ 173,388	\$ 182,057
		Monthly	N/A	N/A	\$ 13,106	\$ 13,761	\$ 14,449	\$ 15,171
		Hourly	N/A	N/A	\$ 75.6096	\$ 79.3901	\$ 83.3596	\$ 87.5276
9525	YOUTH SERVICES PROGRAM SUPERVISOR	Annually	\$ 117,056	\$ 122,909	\$ 129,055	\$ 135,507	\$ 142,283	
		Monthly	\$ 9,755	\$ 10,242	\$ 10,755	\$ 11,292	\$ 11,857	
		Hourly	\$ 56.2771	\$ 59.0910	\$ 62.0455	\$ 65.1478	\$ 68.4052	

\*Entry Level Pay Grade is 1XXXX (e.g., Entry Level Police Officer grade code is 6107). Exhibit C side letter as part of the MOU for changes made to the police cadet position : cadet position



## RESOLUTION NO.

### A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL APPROVING FISCAL YEAR 2024-25 GANN APPROPRIATIONS LIMIT AT \$185,036,651

**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, 2023 to January 1, 2024, 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 2024-2025 for the City of San Rafael at \$185,036,651 as documented in Exhibit A, and further establishes the 2024-2025 Appropriations Subject to the Gann Appropriations Limit at \$113,649,863 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 17<sup>th</sup> day of June 2024, by the following vote to wit:

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

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LINDSAY LARA, City Clerk

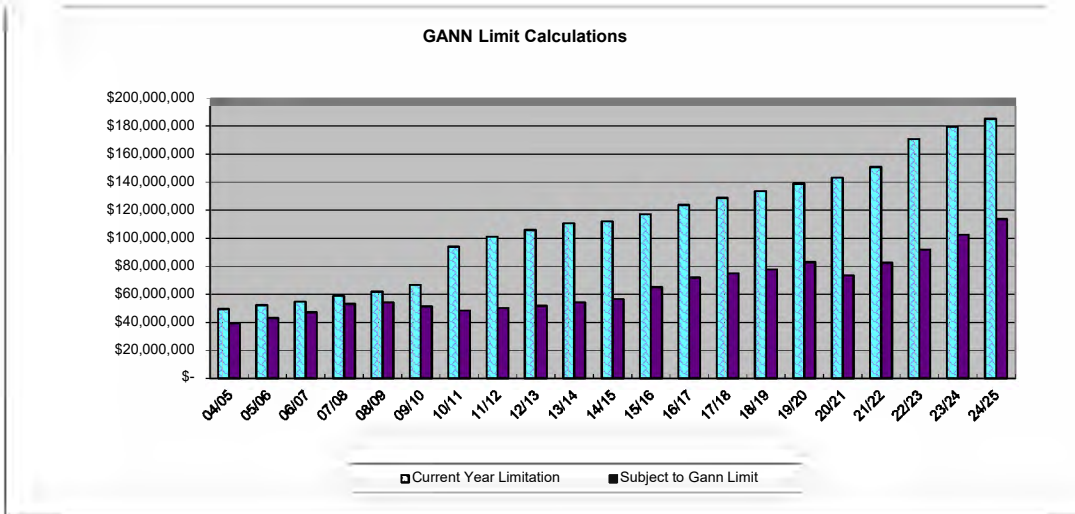
**GANN LIMITATION CALCULATION**  
Fiscal Year 2024-25

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 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)					
	Or	Or	Or	Or					
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
21/22	5.73	1.00	-0.62	-0.43	1.052800	x \$ 143,208,909 =	\$ 150,770,339	\$ 82,522,271	\$ 68,248,068
22/23	7.55	14.41	-1.01	-1.11	1.132600	x \$ 150,770,339 =	\$ 170,762,486	\$ 91,883,786	\$ 78,878,700
23/24	4.44	6.02	-0.92	-1.06	1.050500	x \$ 170,762,486 =	\$ 179,385,992	\$ 102,494,532	\$ 76,891,460
24/25	3.62	1.70	-0.45	-0.53	1.031500	x \$ 179,385,992 =	\$ 185,036,651	\$ 113,649,863	\$ 71,386,788

= 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. Recalculated 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 2024-25**

<b>Total Appropriations</b>	<b>Fund #</b>	<b>2024-2025 Proposed Budget</b>	<b>Less Exempt Expenditures</b>	<b>Less Non-Tax Revenues</b>	<b>2024-2025 Appropriations Subject to Gann Limit</b>
General Fund	001	\$ 106,969,965	\$ 963,981	\$ 14,072,462	\$ 91,933,522
Abandoned Vehicle Abatement Fund	200	179,067	1,483	170,000	7,584
Storm Water Fund	205	1,880,018	-	1,901,912	-
Emergency Medical Services Fund	210	9,609,534	194,516	3,646,134	5,768,884
Library Fund	214	4,399,451	-	109,343	4,290,108
Library Special Assessment Fund	215	1,869,730	13,494	-	1,856,236
Measure G - Cannabis	216	870,385	1,345	-	869,040
General Plan Special Revenue Fund	218	1,151,725	2,814	647,275	501,636
Recreation Revolving Fund	222	4,932,194	47,341	2,285,712	2,599,141
Police Youth Service fund	230	40,043	3	19,050	20,990
Measure A Open Space Fund	241	937,503	-	-	937,503
Measure C Wildfire Prevention Parcel Tax	242	4,269,472	63,003	-	4,206,469
Open Space Fund	405	-	-	-	-
LongTerm Capital Outlay (Excess of \$100K & 10yr Life)	N/A	-	-	-	-
General Fund Debt Service - Capital Outlays	N/A	5,321,792	4,663,042	-	658,750
<b>Total Appropriations</b>		<b>\$ 142,430,879</b>	<b>\$ 5,951,022</b>	<b>\$ 22,851,888</b>	<b>\$ 113,649,863</b>
<b>Appropriation Limit from Revised Growth Limit</b>					<b>\$ 185,036,651</b>
Available Room Under Appropriation Limit					\$ 71,386,788

**RESOLUTION NO.**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL APPROVING THE MEASURE A WORK PLAN FOR PROPOSED EXPENDITURE OF MEASURE A FUNDS FOR FISCAL YEAR 2024-25**

**WHEREAS**, on June 7, 2022, Marin County voters re-approved Measure A, a one-quarter of one percent transactions and use tax, dedicated to parks and open space for the duration of nine years; and

**WHEREAS**, fifteen percent of the Measure A revenues is earmarked for Marin Cities, Towns, and Applicable Special Districts for the purpose of managing parks, open space preserves, nature preserves, recreation programs and vegetation to promote biodiversity and reduce wildfire risk; and

**WHEREAS**, the County of Marin is responsible for the administration of the Measure A funds, and has developed a form of agreement and program materials for use by Marin municipalities; and

**WHEREAS**, the City of San Rafael is eligible to receive Measure A funds, and entered into an agreement with the County of Marin in October of 2013, submitting a Work Plan of Expenditures for the first year of fund disbursement; and

**WHEREAS**, upon voter reapproval of the Measure in June 2022, the City of San Rafael entered into a new agreement with the County of Marin in October 2022 for disbursement of Measure A Tax Proceeds; and

**WHEREAS**, the City of San Rafael is projected to receive a total of \$549,878 for FY 2024-2025, to support the Work Plan; and

**WHEREAS**, the County of Marin requires a Work Plan for the proposed Expenditure of Measure A funds in the amount of \$937,500 for July 1, 2024 – June 30, 2025;

**NOW, THEREFORE, BE IT RESOLVED** that the San Rafael City Council approves the Measure A Work Plan for Proposed Expenditure of Measure A funds for July 1, 2024 - June 30, 2025, a copy of which is hereby attached and by this reference made a part hereof; and

**BE IT FURTHER RESOLVED** that the Finance Director is authorized to execute, on behalf of the City of San Rafael, the Work Plan for Proposed Expenditure of Measure A funds for July 1, 2024 to June 30, 2025.

**I, LINDSAY LARA**, Clerk of the City of San Rafael, hereby certify that the foregoing Resolution was duly and regularly introduced and adopted at a regular meeting of the City Council of said City held on June 17, 2024, by the following vote, to wit:

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

\_\_\_\_\_  
LINDSAY LARA, City Clerk

## Work Plan

### **Measure A City, Town, and Applicable Special District Program Proposed Expenditure of Measure A Funds for July 1, 2024 to June 30, 2025**

Timely and accurate completion of this report is a condition of receiving Measure A funds.

#### **Instructions:**

- This work plan must be completed by an authorized representative of the recipient.
- Please complete this work plan, then scan and e-mail it to Kevin Wright, Marin County Parks External Affairs Manager ([kwright@marincounty.org](mailto:kwright@marincounty.org)), by July 1, 2024.
- Contact Mr. Wright by e-mail ([kwright@marincounty.org](mailto:kwright@marincounty.org)) or phone (415) 497-3553 if you have any questions, or if you have suggestions to improve this form.
- Marin County Parks will review this plan within one month of its receipt to ensure that proposed expenditures are consistent with Marin County Ordinance 3586 (Measure A).
- Recipients must provide Marin County Parks with 30-days prior notice of any project additions or substitutions that are proposed while a work plan is in effect.
- Total actual project expenditures may not exceed recipient's actual Measure A funding for any given fiscal year, plus any balance remaining from previous years.

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**A. Name of Recipient (city, town, or special district):** City of San Rafael

**B. Recipient's representative and contact information:** (Please print all information)

**Name:**

**Title:** Accounting Manager

**Address:** 1400 Fifth Avenue, Suite 204

**City, Zip:** San Rafael, CA 94901

**Phone:**

**E-mail:**

**C. Total estimated funds for Fiscal Year 2024-25:**

<b>i. Estimated carry-over balance of recipient's Measure A funds from previous fiscal years</b>	<b>ii. Estimate of recipient's Measure A funds for FY 2024-25. (This information will be provided by Marin County Parks)</b>	<b>iii. Total estimated available funds for FY 24-25 (i + ii).</b>
\$ 677,738	\$ 550,000	\$ 1,227,738

**D. Recipient's Measure A Work Plan for Fiscal Year 2024-25:**

Name of work or project:	Primary purpose of work or project. Select only one from list below. **	Description. Be as specific as possible. Include numbers related to square footage of facilities, acreage, etc. If Measure A funds were used for maintenance, use numbers to indicate change from pre-Measure A conditions.	Amount of Measure A funds estimated to be used:	Source(s) and amount(s) of matching funds projected for use. If none, enter "0"	Total expenditures projected for work or project in current reporting year
Park Planning	B	Terra Linda Park and Community Center Enhancement Plan	\$52,500	0	\$52,500
Park Planning	C	Peacock Gap Play Area Construction	\$ 725,000	0	\$ 725,000
Park Planning	C	Boyd Park Interim Small Play Equipment Installation	\$ 60,000	0	\$ 60,000
Trails Planning	B	Trails Existing Condition and Feasibility Study	\$125,000	0	\$100,000
<b>Estimated Total</b>					<b>\$937,500</b>

**\*\*Select work or project purpose only from the following menu:**

- a) Routine maintenance
- b) Renovation of existing recreational facility, including infrastructure (includes planning, environmental review, permitting, design development, etc.)
- c) Construction of new park or recreation facility (includes planning, environmental review, permitting, design development, etc.)
- d) Parkland acquisition
- e) Fuel reduction - all types of fuel breaks, including primary, ridgeline, etc.
- f) Flashy fuel reduction (ROW, street ends, trail heads, etc.)
- g) Natural resource protection and restoration, and invasive plant control
- h) Maintaining vehicle access
- i) Sudden Oak Death
- j) Hazard tree removal
- k) Inventory and monitoring
- l) Wildlife management monitoring
- m) Vegetation and wildlife management - Other-



**E. Certification**

I certify that the information contained herein is true and accurate, to the best of my knowledge.

---

Signature

---

Title

---

Print Name

---

Date



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**SAN RAFAEL**

THE CITY WITH A MISSION

Capital Improvement Program  
FY 2024-25 to FY 2026-27

City Council

Kate Colin, Mayor

Maika Llorens Gulati, District 1 Councilmember

Eli Hill, District 2 Councilmember

Maribeth Bushey, District 3 Councilmember

Rachel Kertz, District 4 Councilmember

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## Section I. Overview

### Background

Marin County's oldest and largest city, San Rafael ("City") lies between the San Francisco Peninsula and California's famous wine country. The City is located 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 City's 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 City'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. A new CIP budget is developed every year outlining proposed projects for the City over the next three fiscal years. When the City's annual budget is adopted, the CIP for that year is also adopted including the appropriation of funds.

Annual capital programs and CIP projects are grouped into one of four categories (Buildings/Facilities, Parks, Storm Drain, or Transportation), which will be discussed in Section V of this document. Each of these categories also has an operating budget which consists of expenses related to routine maintenance of infrastructure, equipment purchasing, miscellaneous contractual services, operational programs, and other non-project related work. The CIP seeks to balance the need to repair and replace aging infrastructure and address deferred maintenance of existing assets with the need to deliver new assets while considering estimated program and project costs and available resources, such as funding and staff availability. By utilizing the core principles of *Together San Rafael*, the CIP aims to identify and prioritize community needs through the lens of diversity, equity, inclusion, and belonging.

### CIP Planning Process

Through a collaborative and equitable approach, the selection of projects included in the CIP is primarily driven by cross departmental evaluation, engineering studies, public feedback, and other technical reports such as the [San Rafael General Plan 2040](#) ("General Plan"), [San Rafael Bicycle and Pedestrian Master Plan, 2018 Update](#), and the [Downtown San Rafael Precise Plan 2021](#). City staff also receive input from community members, the San Rafael City Council, and their commissions and committees, such as the Parks and Recreation Commission and Bicycle and Pedestrian Advisory Committee, to identify and recommend new projects.

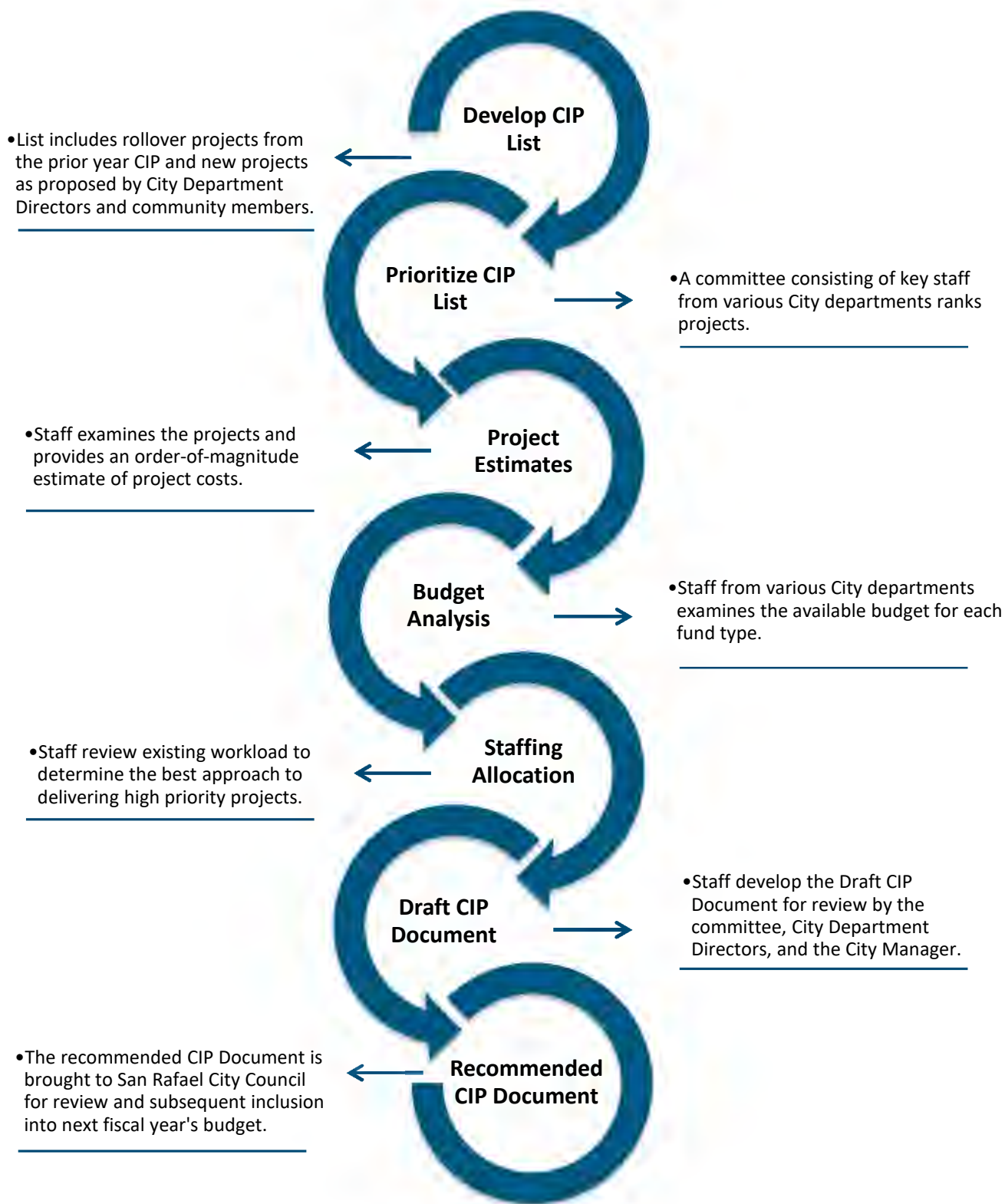
Project priority and selection for approval are based on recommendations by a committee consisting of key staff from various City departments. When rating projects, the committee considers health/safety/liability, priority initiatives, time sensitivity of funds involved, and the ability of a

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 projects that advance equity in the community, the guiding principles of *Together San Rafael*, the General Plan, and City Council/community supported projects.
3. Time Sensitive Funds (25%) – CIP projects funded by state or federal grants often have funding deadlines or project milestones requirements. 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 project associated with a critical City asset.

Once the committee has prioritized projects, City staff review available funding and allocate a rough order-of-magnitude budget for the highest ranked projects from each category. Staff also recommend retaining a percentage of the projected revenues, when available, in each category to serve as contingency funds (“reserves”) for addressing unanticipated needs that may arise throughout the year without impacting planned projects. Unused reserves remaining at the end of the fiscal year will be programmed with the following fiscal year’s CIP.

Section VII of this document tabulates the final project ratings and rank scoring based on the committee’s recommendations. The following flowchart outlines the process staff follow during the CIP planning process.





## Section II. Project Funding

### Fund Types

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

### Fiscal Year 2024-25 Funding and Revenue Update

The upcoming FY 2024-25 annual capital programs and CIP projects are funded about 56% through a combination of the Stormwater Fund (#205), Gas Tax Fund (#206), Library Fund (#214), Park Measure A Fund (#241), Capital Improvement Fund (#401), Essential Facilities Fund (#420) and Building Maintenance Fund (#603). The remaining 44% of program and project costs are funded by grants.

In anticipation of the federal infrastructure funding distribution and several grant funding opportunities arising this next fiscal year, the City has set aside money to be used for the City's financial match for prospective grants.

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 Fund	<p>The Gas Tax fund includes revenues from the following sources:</p> <ul style="list-style-type: none"> <li>• Senate Bill 1 [SB 1, Highway Users Tax Account (HUTA) and Road Maintenance and Rehabilitation Account (RMRA)]</li> <li>• Construction Impact Fee</li> <li>• Refuse Impact Fee</li> <li>• Transportation Authority of Marin (TAM) Measure AA, A and B</li> <li>• Traffic Mitigation Fee</li> </ul> <p>SB 1 revenue is collected and subsequently distributed by the State of California based on a percentage tax on each gallon of gas purchased in San Rafael.</p> <p>Traffic Mitigation Fees (previously under Fund 246) are 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.</p>
208	Childcare Fund	Projects identified in the CIP as utilizing Fund 208 are restricted to facility improvements at the City's childcare centers.
235	Baypoint Lagoon Assessment District	The Baypoint Lagoons Lighting and Landscape District fund 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 fund was established in 1992 to pay for the repair and maintenance of the stormwater system infrastructure within the area.
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 and re-approved by voters in June 2022. The tax is restricted to care for existing parks and open spaces, support regional community parks, projects, and programs and to further farmland restoration. The Department of Library and Recreation prepared the Measure A work plan for FY 24-25 based on the recommendations provided in the 2023 Citywide Parks and Recreation Plan and through consultation with the Parks and Recreation Commission.
401	Capital Improvement Fund	The Capital Improvement Fund is funded primarily through the City's General Fund and provides discretionary funding support for capital projects that lack a dedicated funding source as well as projects where either a local match or supplemental funding is required. Transfers from the General Fund to the Capital Improvement Fund stem primarily from available year-end fund balances in excess of the City's reserve policy requirement.
420	Essential Facilities Fund	The Essential Facilities Fund was established by the City Council in order to allocate one-third (\$0.25) of the City's Measure E (\$0.75) Transaction and Use Tax receipts to support capital investments to replace or renovate essential facilities supporting public safety operations.
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 Fund	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.

## Grant Activities

Grants are available from local, state, and federal agencies for a variety of improvements, such as those related to climate change, emergency response, safety, and transportation, and serve as a critical funding source for the City's CIP. The City actively seeks grant funding for various capital projects and programs, and below is a list of grant activities that occurred during this past fiscal year:

### FEDERAL

- **Community Block Development Grant (CDBG)** – CDBG is a program providing annual funding through the federal Housing and Urban Development Department (HUD) on a formula basis to states, cities, and counties for development and improvement projects in low and moderate-income neighborhoods. CDBG funds have been given out in two-year cycles. Public Works receives around \$150,000 in CDBG funds to utilize towards capital improvement projects in regions of the City that meet the program's income eligibility. Funds have historically been used for capital projects which specifically benefit the Canal neighborhood.
- **One Bay Area Grant 3 (OBAG 3)** – OBAG 3 is the third round of federal transportation funding through the Federal Highway Administration. Metropolitan Transportation Commission (MTC) manages the OBAG 3 program and distributes funding to projects and programs that improve safety, spur economic development, and help meet climate change and air quality improvement goals. In January 2023, MTC approved programming of funds towards the Second and Fourth Street Intersection Improvements project and the North San Rafael/Northgate and Southeast San Rafael/Canal PDA studies, totaling to approximately \$4.6 million in funding. Activities funded through the grant include the continued development of the Second and Fourth Street Intersection design, preliminary environmental study from Caltrans, and a field review with Caltrans.
- **Reconnecting Communities and Neighborhoods (RCN)** – The Office of the Secretary of Transportation (OST) released a joint Notice of Funding Opportunity (NOFO) for the Reconnecting Communities Pilot (RCP) and Neighborhood Access and Equity (NAE), which was combined and known as the Reconnecting Communities and Neighborhoods (RCN) program. In March 2024, the U.S. Department of Transportation (USDOT) selected the South Merrydale Road – Civic Center Connector Pathway (also known as Rafael Meadows Safe Crossing Pathway) Project to receive grant funding through the RCN program in the amount of \$1,940,000.
- **Safe Streets and Routes for All (SS4A)**: The Bipartisan Infrastructure Law (BIL) established the Safe Streets and Roads for All (SS4A) discretionary program with \$5 billion in appropriated funds over 5 years, 2022-2026. The SS4A program funds regional, local, and Tribal initiatives through grants to prevent roadway deaths and serious injuries. Over \$3 billion is still available for future funding rounds. The City of San Rafael and County of Marin are jointly pursuing SS4A funding to conduct supplemental safety planning efforts in support of safety project implementation. Activities funded through the grant would include, for example, development of an action plan matrix, updates to existing policies and programs to further

prioritize safety, and execution of a demonstration safety project. The application submittal is planned for August 2024 and award results are anticipated by mid-November 2024.

## STATE

- **Land Water Conservation Fund (LWCF)** – LWCF is a matching assistance program that grants agencies 50% of the cost of acquisition and/or development of outdoor recreation sites or facilities and focuses on park access, multi-use parks for all age groups, public health, safety, beautification, and preservation. In early 2022, City staff applied for LWCF funding for the Pickleweed Park Enhancement Project seeking about 45% of approximately \$9.2 million to convert the natural grass soccer fields to all-weather turf and install new recreation amenities. In July 2022, California State Parks recommended the Pickleweed Park Enhancement Project to the National Park Service (NPS) for \$4,240,000 in LWCF grant funding. NPS approved State Parks' LWCF funding recommendation in April 2023. City Staff continues working with California State Parks on compliance with grant requirements and submitting reimbursement requests for pre-award activities. Construction of the project is anticipated to start in Fall 2024.
- **California State Library State Funded Grant** – The State Library fund is a targeted grant opportunity for the design of the San Rafael Downtown Carnegie Library Preservation, Renovation, and Expansion. The original 1909 Carnegie Library and 1959 expansion need upgrades to meet current seismic, accessibility, and building code standards. In addition, the library will be expanded to account for a space for children's storytime, community programs, expanded collections, and public learning and discovery space for the benefit of the entire community. The City applied for this grant in spring 2022 requesting \$1 million for the Downtown Carnegie Library and \$1 million for the Pickleweed Library. In October 2022, staff was informed that both grant applications were successful. City staff continues to ensure project complies with grant requirements as project designs are nearing completion and construction is anticipated to begin in FY2024-25.
- **Active Transportation Program (ATP)** – ATP is a highly competitive statewide program created to increase and/or enhance biking and walking, user safety and mobility, public health, and reduce greenhouse emissions. The program also ensures that disadvantaged communities fully share in the benefits. City staff applied and was approved for ATP Cycle 6 (2022) funds in the amount of \$4,123,000 for the Canal Active Transportation Experience Improvements project and \$3,925,000 for the San Rafael Canal Crossing project. City Staff will be pursuing funding through ATP Cycle 7 (2025) for the Downtown San Rafael North-South Greenway Gap Closure Project and anticipates submitting the grant application in June 2024. The proposed project scope aims to bridge an existing gap in the regional North-South Greenway and provide connection to other existing bicycle facilities by constructing a separated bikeway that connects the relocated Transit Center (project by Golden Gate Transit) with the Lincoln Hill Pathway to the north via Tamalpais Ave to Mission Ave to Hetherton St and the newly constructed Grand Ave Cycle Track via 4<sup>th</sup> St.

## LOCAL

- **San Francisco Bay Trail Project** – The Association of Bay Area Governments (ABAG), having received funding from the State Coastal Conservancy, issued a call for applications for trail planning and construction projects that will complete gaps in the San Francisco Bay Trail. The City staff applied and was approved for \$225,000 in Bay Trail grant funding for installation of bicycle facilities on Grand Ave between Second and Third Streets, a segment that constitutes the upper reaches of the designated Bay Trail. These improvements were completed, and the City successfully received its reimbursement through the Bay Trail grant in April 2024.
- **Transportation Fund for Clean Air (TFCA) Grant/ Transportation Development Act (TDA):** The Transportation Authority of Marin (TAM) annually receives TFCA funds from the Bay Area Air Quality Management District (BAAQMD) and TDA article 3 funds from the Metropolitan Transportation Commission (MTC) for project that reduce vehicle emissions and bicycle/pedestrian projects, respectively. In October 2023, the TAM Board approved programming of \$90,000 for the Crosswalk Safety Improvements (\$52,000 in TFCA funds and \$38,000 in TDA 3 funds) and \$200,000 for the Francisco Blvd East Mid-Block Crossing Enhancement Project (\$175,000 in TFCA funds and \$25,000 in TDA 3 funds).

### Section III. FY 23/24 Completed Projects

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#### 2023/24 North San Rafael Pavement Maintenance Project

The 2023/24 Pavement Maintenance Project focused on roadways in the Terra Linda neighborhood as well as portions of Treehaven Drive and Culloden Park Road. Additionally, work was completed in the Canal neighborhood that had begun last year. The pavement maintenance project resurfaced over 11 miles of roadway with slurry seal and included the restriping of pavement markings. The project was completed in Fall of 2023.



#### Rotary Manor Culvert Replacement

Replacement of a corrugated metal pipe with 50 feet of a 8-foot wide by 6-foot high reinforced concrete box culvert within the Rotary Manor property. This project was completed in February 2024.

#### Fall 2023 CMP Replacement

Completed necessary corrugated metal pipe (CMP) replacements totaling approximately 220 linear feet at high priority locations throughout San Rafael. This project was completed in January 2024, with most high priority replacements completed before the start of the rainy season.



## Southern Heights/Courtright & Pearce Retaining Walls

Retaining walls were constructed at the intersection of Southern Heights/Courtright and along Pearce Rd to help repair slope stability issues at both sites. These projects were completed in April 2024.



## Grand Avenue Cycle Track

The Grand Avenue Cycle Track Project began in December 2023. The project installed a new two-way protected cycle track and sidewalk on Grand Ave between 2<sup>nd</sup> St and 4<sup>th</sup> St. The project scope also included upgrades to traffic signals, curb ramps and landscaping, and road resurfacing. The project was completed in May 2024.

## Third Street Rehabilitation

The Third Street Rehabilitation Project covered Miracle Mile to Lindaro Street and is now serving to reduce traffic congestion throughout the downtown corridor, improving safety for vehicles, bicyclists, and pedestrians through roadway improvements from Lindaro to Union. The project was completed in the Fall of 2023.





### Third Street Safety Improvements

Funded in part by a Caltrans Highway Safety Improvement Program grant, the Third Street Safety Improvement Project has allowed the DPW to rehabilitate aging pavement, fix uneven sidewalks, upgrade curb ramps for accessibility, and upgrade traffic signal infrastructure. Construction was completed in the Fall of 2023.

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### Bryn Mawr Drive Storm Drain Replacement

The damaged corrugated metal pipe, located within a drainage easement on private property, was replaced and realigned within the public right-of-way along Bryn Mawr Drive. The damaged storm drain was abandoned after being plugged with concrete at the street and on private property.



### Albert Park Fence Replacement

The Albert Park Fence Replacement Project brought significant improvements to the Albert Park baseball field on Andersen Drive. The project involved the installation of approximately 80 feet of 16-foot-high fencing to upgrade the existing barrier along the ADA-accessible ramp. Additionally, repairs were made to the fencing in front of the nearby dugout to ensure safety and stability.



## Other Completed Projects

- **Miscellaneous Storm Drain Repairs and Replacements**  
The City's maintenance crew replaced old storm drain pipes and performed miscellaneous repairs in several locations within San Rafael based on conditions data from routine maintenance.
- **Stormwater Operations and Maintenance – Annual Project**  
Continued maintenance of the City's 12 pump stations.
- **Sidewalk Repair Program 2023-2024**  
The City continues to offer a cost-share program to the community to address potentially hazardous sidewalks across the City. When necessary, trees are removed, or roots are trimmed to address lifting and damage to the sidewalk.
- **Spinnaker Point/Baypoint Dr Parking Striping**  
The project added pavement markings to designate on-street parking spaces and help maximize parking in the Spinnaker Point Neighborhood.
- **Pedestrian and Signal Head Upgrades**  
This fiscal year, the City of San Rafael has made it a goal to participate in a county-wide traffic signal improvement project. This includes upgrading our signal heads and installing audible push buttons on pedestrian crosswalks. As part of the 3<sup>rd</sup> Street Rehabilitation and Highway Safety Improvements Program (HSIP) Projects, these audible push buttons (APB) help improve pedestrian safety at crosswalks in Downtown San Rafael by providing blind and visually impaired users audible information about the WALK and DON'T WALK signals. Our new APB installations come with a touch-less actuation option. When activated, an audible voice will alert from the push button speakers and inform pedestrians when it is safe to cross. The volume from these speakers will adjust according to the noise level around the intersection. During the nighttime, lower volume levels have been set. The City will continue its efforts to seek funding to install additional APBs at crosswalks throughout the City of San Rafael.

## Section IV. FY 24/25 Projects in Construction

### San Quentin Pump Station Reconstruction

The San Quentin Pump Station Reconstruction project is constructing a new pump 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. Construction began in Spring 2023. While the pump station itself is nearing completion, construction continues as our teams work to restore the existing discharge pipe and repair any potential points of leakage.



### B Street Culvert Replacement

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 replace a section of the culvert as well as coordinate with utility companies and regulatory environmental agencies. Construction is anticipated for Summer 2024.

### Canal Parking Striping Project

The Canal Parking Striping Project will implement new striping in the Canal neighborhood, including the installation of street parking spaces, and red and yellow curb areas. This project aims to help with the limited parking in the area and improve the traffic safety of the neighborhood. Construction is anticipated for Summer 2024.





## Downtown Library Modernization Project

This Project aims to incorporate a selection of recommendations identified in the 2019 Existing Facilities Report and include improvements to enhance functionality and usability of the facility for patrons and staff. The City's goal is to creatively utilize the current facility to its best advantage and to create a welcoming environment that promotes life-long learning and facilitates enriching experiences for all patrons.

## Other Projects in Construction

- **Albert J. Boro Community Center: Fire water lines BFP Installation**  
The Albert J. Boro Community Center has existing fire water laterals without back flow preventers (BFP). This project included the installation of BFPs and replacing the water connection to the building due to settlement over the years. Work is ongoing.
- **Spinnaker Point Drive Post-Construction**  
The Spinnaker Point Drive Parking Modification project included temporary paving of a portion of sidewalk with asphalt to match the existing utility vault elevations. This post-construction project involves working with AT&T and PG&E to lower their utility vaults to prepare for the installation of the final concrete sidewalk. This project also includes installation of a bioretention area at the northeast corner of the Canal Street and Bahia Way intersection.
- **Los Gamos Bike Lane Striping**  
Additional striping is being installed along Los Gamos Dr to enhance the bicycle facilities following the pavement treatment and refreshing of striping completed with the 2023/2024 North San Rafael Pavement Maintenance Project.
- **Traffic Backup Battery Replacement**  
The Backup Battery System (BBS) maximizes the operating time for traffic lights and allows the City to monitor the functioning (and malfunctioning) of the system and its batteries. These low maintenance batteries are stored in enclosures at their respective intersections and allow the City to safely maintain the flow of traffic during unprecedented events, storms, and system malfunctions. This year, the number of intersections that use this technology was expanded, safeguarding City roads during times of crisis.
- **FY2023-24 Concrete Sidewalk Shaving**  
As part of the City-Led Sidewalk Repair Program, offsets in the sidewalk are being smoothed to enhancement pedestrian experience in the Canal neighborhood, along Second Street, and throughout North San Rafael.

## Section V: Capital Programs & Upcoming Projects; Description and Budget Details

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### *Capital Programs - Annual*

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#### City-Led Sidewalk Repair Program (Non-Reimbursable)

##### Program Information

Previously named *Annual Sidewalk Remove & Replacement Program*. The City performs maintenance to repair sidewalks each year to ensure pedestrian safety as well as compliance with Americans with Disabilities Act (ADA) requirements. Past projects include removal of damaged pathways with new concrete sidewalks along Mission Avenue (FY 2021-22) and Manuel Freitas Parkway (FY 2022-23). Most recently in FY 2023-24, concrete shaving occurred along Second Street and within the Canal neighborhood to removal offsets in the sidewalk.

**Funding Source:** 206 – Gas Tax Fund

**FY 2024-25 Budget:** \$250,000

#### Citywide Bicycle and Pedestrian Plan Support Program

##### Program Information

A couple projects are selected annually from the *San Rafael Bicycle & Pedestrian Master Plan 2018 Update* for conducting feasibility assessments. Preliminary design, conceptual sketches, and cost estimates are developed for the projects, which can be used to seek grant funding. In conjunction with the *Grant Procurement Program*, this program supports two to three grant applications each year. Most recently in FY 2023-24, preliminary sketches are being prepared for the Freitas Parkway Multi-Use Path and Downtown San Rafael North-South Greenway Gap Closure projects.

**Funding Source:** 206 – Gas Tax Fund

**FY 2024-25 Budget:** \$100,000

#### Corrugated Metal Pipe Replacement Program

##### Program Information

The City's storm drain system consists of about 19 miles (99,315 lineal feet) of corrugated metal pipe (CMP), which accounts for approximately nine percent of the City's piped system. Based on the City's annual maintenance records, CMPs are prioritized for repair or replacement based on condition needs.

**Funding Source:** 205 – Stormwater Fund

**FY 2024-25 Budget:** \$220,000

## Facilities Maintenance Program – Capital



### Program Information

The capital component of this program is a new branch intended to complete small-scale maintenance projects or temporary improvements crucial to sustaining the operational needs of City buildings and facilities. Potential projects within this program include heating, ventilation, and air conditioning (HVAC) repair, flooring replacement, focused conditions assessment for a specific facility, and pest management.

**Funding Source:** 603 – Building Maintenance Fund

**FY 2024-25 Budget:** \$562,713 *(Total program budget is \$2,000,000, including the operational component.)*

## Grants Procurement Program

### Program Information

Grants are the funding source for nearly half of the Capital Improvement Program (CIP) budget. As such, seeking new grants and pursuing grant funding are extremely important and necessary for carrying out CIP projects. This program aims to prepare and submit two to three grant applications annually. In conjunction with the Citywide Bicycle and Pedestrian Support Program, this program supported the application for one “Safe Streets and Roads for All” (SS4A) and two “Reconnecting Communities and Neighborhoods” (RCN) grants in FY 2023-24.

**Funding Source:** 001 – General Fund

**FY 2024-25 Budget:** \$100,000

## Pavement Management Program



### Program Information

The City manages approximately 173 centerline miles (333 lane miles) of road network, which has an average Pavement Condition Index (PCI) of 62 as of December 2022<sup>1</sup>. This PCI rating places the City’s street network condition in the “GOOD” ( $50 \leq \text{PCI} < 70$ ) category. Based on the available budget, this program currently invests heavily in pavement preservation while supporting incremental restoration efforts. In FY 2024-25, this program will contribute to the annual maintenance (slurry seal/micro surfacing) project, minor concrete road repair, dig out project, and partnership project with the County of Marin. The City also anticipates completing its multi-year pavement management plan to help prioritize street repairs and focus on cost-effective techniques that will extend the useful life of streets and improve the condition of the overall road network.

**Funding Source:** 206 – Gas Tax Fund

**FY 2024-25 Budget:** \$3,000,000

<sup>1</sup> P-TAP Round 23 Pavement Management System Update, prepared by Adhara Systems, Inc., dated April 2023

## Public Hillside Monitoring and Maintenance Program

### Program Information

This program will develop and maintain an ongoing management plan for addressing aged and/or damaged hillside roadways and walls. Plan implementation includes evaluating and monitoring site conditions, installing erosion and sediment control devices, removing debris and minor obstructions, constructing minor slope stabilization improvements, and/or repairing minor damages. This program provides the ability to support responses to emergency events, such as heavy rainstorms causing obstructions to roadways.

**Funding Source:** 206 – Gas Tax Fund

**FY 2024-25 Budget:** \$250,000

## Road Safety Implementation Program



### Program Information

As an expansion to the prior years' Annual Crosswalk Improvements Program, this program will implement small and/or low-cost improvements identified in the *2024 Marin County Local Road Safety Plan* and multi-modal projects in addition to improving uncontrolled crosswalks. This program will also include small-scale traffic studies, evaluate and implement AB-43 (for speed limit) and AB-413 (for crosswalk visibility), and develop traffic calming policies and toolbox.

**Funding Source:** 206 – Gas Tax Fund

**FY 2024-25 Budget:** \$500,000

## Sidewalk Repair Program (Resident Reimbursement)

### Program Information

The City addresses sidewalk maintenance and repairs in accordance with California State Streets and Highways Code Section 5610, which states that sidewalk maintenance and repair is the responsibility of the adjacent property owner. This program is a cost-sharing benefit for property owners seeking to repair damaged sidewalks in the City. If the property owner applies for and enrolls in this sidewalk repair program, the City will reimburse the property owner for a portion of the construction costs, as specified in the program guidelines.

**Funding Source:** 206 – Gas Tax Fund

**FY 2024-25 Budget:** \$300,000

### Program Information

The prior years' *Annual Smart City Implementation Program* and *Annual Traffic Signal Battery Backup Systems Program* are combined into this expanded program which includes maintenance of the City's traffic signal and streetlight systems. This program seeks to enhance the City's traffic signal system through intersection assessments, circulation studies, and implementation of pedestrian leading intervals and push buttons.

**Funding Source:** 206 – Gas Tax Fund

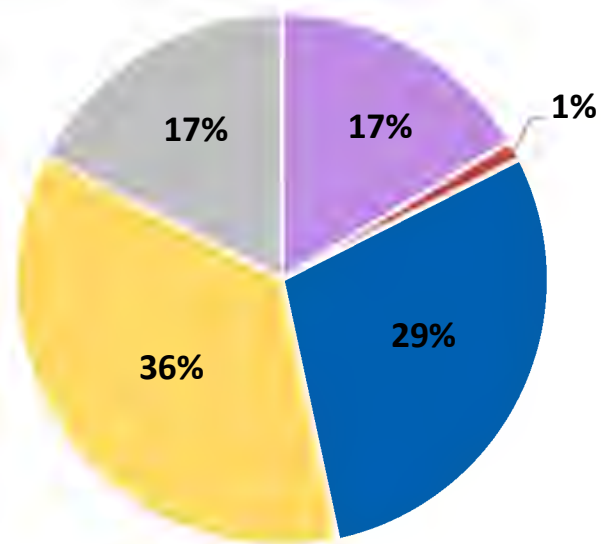
**FY 2024-25 Budget:** \$500,000

### Other Programs (Non-Capital)

- **Fleet Management Program**  
The Garage Maintenance Team, consisting of one supervisor and two maintenance workers, annually manages 300+ City vehicles and pieces of equipment, handles oil, filter and replacement part changes, and processes related work orders. This program is funded by the General Fund (#001) with a budget of \$743,000 for FY2024-25.
- **Permit and Technical Assistance Program**  
The Land Development/Permitting Team, consisting of three engineers and one inspector, supports open counter hours, performs development, mapping and other survey-related reviews, processes 1,100+ permits and conducts 3,700+ inspections annually. This program anticipates an average of 80% cost recovery through the applicants and the remainder is supported by the General Fund (#001) with a budget of \$350,500 for FY2024-25.
- **Regional Partnership and Project Assistance Program**  
The Public Works Team coordinates and participates in the decision-making process with other agencies on initiatives and projects, such as 101-580 Multimodal and Local Access Improvement, bikeshare, Safe Routes to School, San Rafael Transit Center Relocation, and Tiscornia Marsh Restoration. This program is funded by the applicant.

## Building/Facilities

Fund # / Name	Budget (\$)	Legend
214 Library Revolving	\$1,357,059	
420 Essential Facilities	\$100,000	
603 Building Maintenance	\$2,412,713	
Grants	\$3,000,000	
Operating Budget	\$1,437,287	



### Category Description

City-owned properties include buildings (e.g., City Hall, libraries, recreation centers, etc.) and facilities (e.g., pump stations), parking garages, and lots.

### Operating Budget

The Operating Budget for Buildings and Facilities covers the costs of various maintenance efforts managed by the Facilities Maintenance Team through the *Annual Facilities Maintenance Program*. Examples of operating expenses may include replacement of failed lighting fixtures, repairs to HVAC systems, and replacement of worn carpet.

The Facilities Maintenance Team consists of one supervisor and two maintenance works and they oversee 42 City buildings and facilities, which include the following:

- Public Safety Center and 5 fire stations
- City Hall, community centers & libraries, Falkirk Cultural Center, Public Works Corp Yard
- 7 childcare centers
- 22 park restrooms
- 12 pump stations



## BUILDINGS AND FACILITIES

### BF01 - City Hall Assessment



#### Project Information

The assessment will evaluate the current conditions of City Hall, specifically its structural, mechanical, electrical, and accessibility components, identify current functional needs, and provide recommendations.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	603 Building Maintenance	\$15,260			
	<b>Subtotal</b>	<b>\$15,260</b>			
<b>Total Cost Estimate</b>		<b>\$15,260</b>			

### BF02 - Albert J. Boro Community Center: HVAC and Roofing



#### Project Information

After many years of use, the heating, ventilation, and air conditioning (HVAC) systems within areas of the Albert J. Boro Community Center need to be replaced. In conjunction with replacement of the HVAC roof unit, sections of the existing roof must be replaced to ensure a watertight seal.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	603 Building Maintenance	\$5,400	\$250,000		
Construction	603 Building Maintenance			\$1,000,000	
	<b>Subtotal</b>	<b>\$5,400</b>	<b>\$250,000</b>	<b>\$1,000,000</b>	
<b>Total Cost Estimate</b>		<b>\$1,255,400</b>			

## BF03 - Childcare Portable Building Replacement (Pickleweed)



### Project Information

The scope of work includes review of City's module building assets to evaluate options for relocation or replacement of portable buildings used for childcare centers at the Pickleweed Preschool adjacent to the Albert J. Boro Community Center.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	208 Childcare	\$25,000			
Construction	603 Building Maintenance		\$1,300,000		
	<b>Subtotal</b>	<b>\$25,000</b>	<b>\$1,300,000</b>		
<b>Total Cost Estimate</b>		<b>\$1,325,00</b>			

## BF04 - Citywide Buildings and Facilities Plan



### Project Information

The Facility Assessment Study identified deficiencies within several City facilities. The Citywide Plan would add cost estimates with inflation to existing deficiencies, identify long term maintenance items, and include a building maintenance schedule for all the City facilities, so the City can budget for major planned maintenance.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	603 Building Maintenance		\$300,000		
	<b>Subtotal</b>		<b>\$300,000</b>		
<b>Total Cost Estimate</b>		<b>\$300,000</b>			

## BF05 - Downtown Library Modernization



### Project Information

The Downtown Library Modernization project will include renovations to enhance functionality and usability to enhance staff and patron's experience. Project improvements include American with Disabilities Act (ADA) and life-safety upgrades, enhancements to the heating and ventilation systems, increase the number of bathrooms, and address miscellaneous aging infrastructure. The City's goal is to creatively transform the current facility and to design a more welcoming environment that stimulates life-long learning and promotes enriching experiences for all patrons.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
<b>Planning/Design</b>	214 Library Revolving Fund	\$391,731			
<b>Construction</b>	214 Library Revolving Fund		\$608,269		
	Grant: State Library		\$1,000,000		
	Grant: Building Forward		\$1,000,000		
	<b>Subtotal</b>	<b>\$391,731</b>	<b>\$2,608,269</b>		
<b>Total Cost Estimate</b>		<b>\$3,000,000</b>			

## BF06 - Pickleweed Branch Library Redesign



### Project Information

The Pickleweed Library project is an opportunity for the City to revitalize and re-imagine the existing library with amenities and resources to serve residents and staff. The project will include the redesign and renovation of the facility to create accessible staff spaces, upgrade and reconfigure the restrooms, and improve means of egress.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
<b>Planning/Design</b>	214 Library Revolving Fund	\$251,210			
<b>Construction</b>	214 Library Revolving Fund		\$748,790		
	Grant: Building Forward		\$1,000,000		
	<b>Subtotal</b>	<b>\$251,210</b>	<b>\$1,748,790</b>		
<b>Total Cost Estimate</b>		<b>\$2,000,000</b>			



Project Information

To comply with current emergency communication requirements, this project will install a fully upgraded, certified public safety radio system by replacing the existing Distributed Antenna System (DAS) with an Emergency Responder Communications Enhancement System (ERCES). The ERCES has the capability for amplification of 800MHz frequencies.

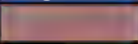

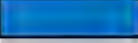
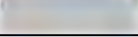


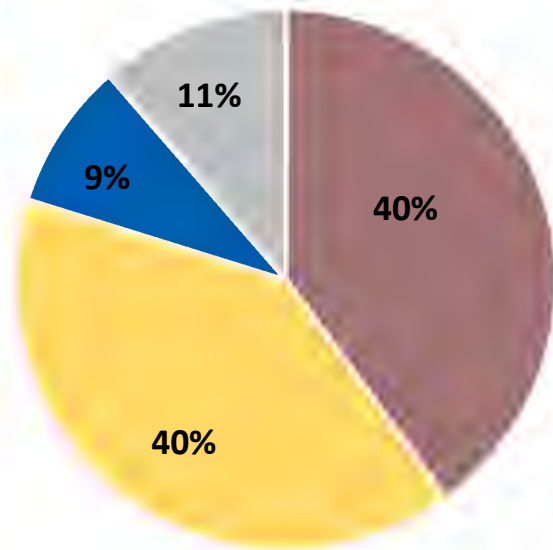
	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
<b>Construction</b>	420 Essential Facilities Fund		\$100,000		
	<b>Subtotal</b>		<b>\$100,000</b>		
<b>Total Cost Estimate</b>		<b>\$100,000</b>			

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## Parks

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Fund # / Name	Budget (\$)	Legend
401 Capital Improvement	\$4,240,000	
Grants	\$4,240,000	
241 Park Measure A	\$937,500	
Operating Budget	\$1,208,000	



### Category Description

The Parks category covers recreational infrastructure and facilities including playgrounds, recreation equipment, sports fields, and park restrooms.

### Operating Budget

The Operating Budget for Parks covers the cost of maintaining park facilities such as park restrooms, landscape maintenance, trash cleanup, fence repairs, and maintaining recreation equipment through the *Annual Park and Landscape Maintenance Program*.

## PARKS

### P01 - Boyd Park Interim Playground Equipment

#### Project Information

The existing playground equipment at Boyd Park had been removed due to reaching the end of their useful life. Temporary playground equipment will be installed to bridge the gap until a permanent solution is made relating to the *2023 Citywide Parks and Recreation Master Plan*.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
<b>Construction</b>	241 Measure A – Parks		\$60,000		
	<b>Subtotal</b>		<b>\$60,000</b>		
<b>Total Cost Estimate</b>		<b>\$60,000</b>			

### P02 - Peacock Gap Park Playground

#### Project Information

The Peacock Gap Park Playground project will design and construct updates to the play areas, including replacement of playground structures and existing sand with engineered wood surfacing.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
<b>Planning/Design</b>	241 Measure A – Parks	\$145,005			
<b>Construction</b>	241 Measure A – Parks		\$725,000		
	<b>Subtotal</b>	<b>\$145,005</b>	<b>\$725,000</b>		
<b>Total Cost Estimate</b>		<b>\$870,005</b>			

## P03 - Pickleweed Park Enhancement & Field Renovation



### Project Information

One of the most heavily utilized fields in San Rafael is located at Albert J. Boro Community Center. This project proposes to replace the natural field with a synthetic turf requiring less maintenance and allowing sporting activities to be permitted throughout the year. Furthermore, this project would implement additional enhancements and amenities at Pickleweed Park and surrounding grounds. All work on this project is subject to the City receiving grant funding for construction, which is currently being sought after at this time.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	401 Capital Improvement Fund	\$814,341			
Construction	401 Capital Improvement Fund Grant: LWCF		\$4,240,000 \$4,240,000		
	<b>Subtotal</b>	<b>\$814,341</b>	<b>\$8,480,000</b>		
<b>Total Cost Estimate</b>		<b>\$9,294,341</b>			

## P04 - Terra Linda Park and Community Center Enhancement Plan



### Project Information

The Terra Linda Park and Community Center Enhancement Plan was identified in the 2023 *Citywide Parks and Recreation Master Plan* as a high priority project due to the high volume of use at this park, the existing conditions of the facilities, and the expected future demand due to population increases in the next ten years. This project will determine future improvements, such as replacement of playground, picnic tables, and benches, based on planning efforts.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	241 Measure A - Parks	\$150,000	\$52,500		
	<b>Subtotal</b>	<b>\$150,000</b>	<b>\$52,500</b>		
<b>Total Cost Estimate</b>		<b>\$202,500</b>			



**Project Information**

Walking, hiking, and trails access was identified as a high community priority in the *2023 Citywide Parks and Recreation Master Plan*. This Trails Existing Conditions & Feasibility Study will be conducted as part of the proposed Citywide Open Space and Trails Plan to help the City better understand the condition of existing resources.



	<b>Funding Source</b>	<b>Prior Funding</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>
<b>Planning/Design</b>	241 Measure A - Parks		\$100,000		
	<b>Subtotal</b>		<b>\$100,000</b>		
<b>Total Cost Estimate</b>		<b>\$100,000</b>			

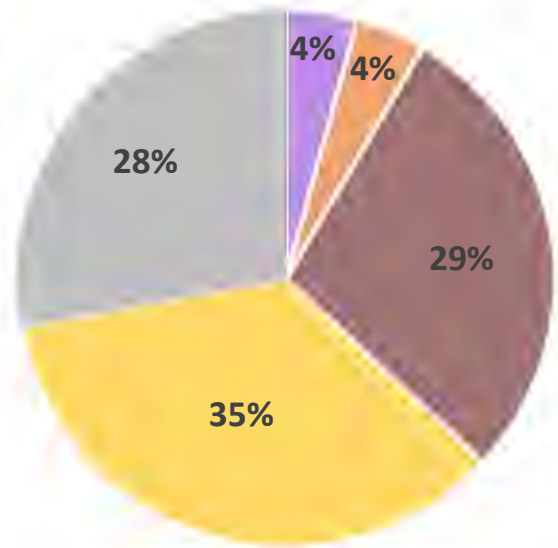


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## Storm Drain

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Fund # / Name	Budget (\$)	Legend
205 Stormwater	\$110,000	
206 Gas Tax	\$110,000	
401 Capital Improvement	\$735,000	
Grants	\$906,653	
Operating Budget	\$720,000	



### Category Description:

Storm Drain projects include systems for the conveyance of stormwater run-off, managing catch basins and manholes, and operating the City's twelve stormwater pump stations. Further discussion of annual capital programs and projects can be found in Section V.

### Operating Budget

The Operating Budget for Storm Drain covers expenses incurred for the maintenance of the City's drainage system and stormwater pump stations through the *Annual Stormwater System Maintenance Program*. Expenses include removal of leaves and other debris from the drainage system, pump and motor replacement at various stations, generator rentals, utilities, minor pipe repair, etc.

## STORM DRAIN

### SD01 - Citywide Storm Drain Plan



#### Project Information

The City has aging infrastructure that is replaced on an as needed basis. The City plans to do a citywide storm drain plan that will identify and assess existing storm water infrastructure. This planning document will also review potential flooding, sea-level rise, development expectations, and potential for new infrastructure in locations where there is not a current system.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	205 Stormwater	\$331,303			\$290,000
	<b>Subtotal</b>	<b>\$331,303</b>			<b>\$290,000</b>
<b>Total Cost Estimate</b>		<b>\$621,303</b>			

### SD02 - Large Trash Capture Projects - 5 Locations



#### 1) 390 Canal Pump Station Trash Capture

In recent years, the State of California has mandated that cities comply with requirements to remove trash and debris from waterways by 2030. This project will implement a full trash capture device upstream of the 390 Canal Pump Station to remove trash before entering the San Francisco Bay. City of San Rafael is partnering with the County of Marin to obtain Environmental Protection Agency (EPA) grant funding for implementation of this project.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	Grant: US EPA – 2023 WQIF		\$320,000		
Construction	Grant: Caltrans				\$815,000
	<b>Subtotal</b>		<b>\$320,000</b>		<b>\$815,000</b>
<b>Total Cost Estimate</b>		<b>\$1,135,000</b>			

## 2) N. Francisco Pump Station Trash Capture

This project will implement a full trash capture device upstream of the North Francisco Canal Pump Station to remove trash before entering the San Francisco Bay.

	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	Grant: US EPA – 2023 WQIF		\$279,010		
	<b>Subtotal</b>		<b>\$279,010</b>		
<b>Total Cost Estimate</b>			<b>\$279,010</b>		

## 3) Redwood Highway Trash Capture

This project will implement a full trash capture device upstream of the Redwood Highway Pump Station to remove trash before entering the San Francisco Bay.

	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	Grant: US EPA – 2023 WQIF		\$146,643		
Construction	Grant: Caltrans				\$2,009,000
	<b>Subtotal</b>		<b>\$146,643</b>		<b>\$2,009,000</b>
<b>Total Cost Estimate</b>			<b>\$2,155,643</b>		

## 4) Rossi Pump Station Trash Capture

This project will implement a full trash capture device upstream of the Rossi Pump Station to remove trash before entering the San Francisco Bay.

	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	Grant: US EPA – 2023 WQIF		\$69,000		
Construction	Grant: Caltrans				\$1,587,000
	<b>Subtotal</b>		<b>\$69,000</b>		<b>\$1,587,000</b>
<b>Total Cost Estimate</b>			<b>\$1,656,000</b>		

## 5) San Quentin Pump Station Trash Capture

This project will implement a full trash capture device upstream of the San Quentin Pump Station to remove trash before entering the San Francisco Bay.

	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	Grant: US EPA – 2023 WQIF		\$92,000		
Construction	Grant: Caltrans				\$1,865,000
	<b>Subtotal</b>		<b>\$92,000</b>		<b>\$1,865,000</b>
<b>Total Cost Estimate</b>			<b>\$1,957,000</b>		



Project Information

In the past, the City performed maintenance using an as-needed approach for environmental compliance. In order to simplify compliance with environmental rules and regulations, the City plans to implement an organized method of approach towards the maintenance of flood control channels located throughout the City.



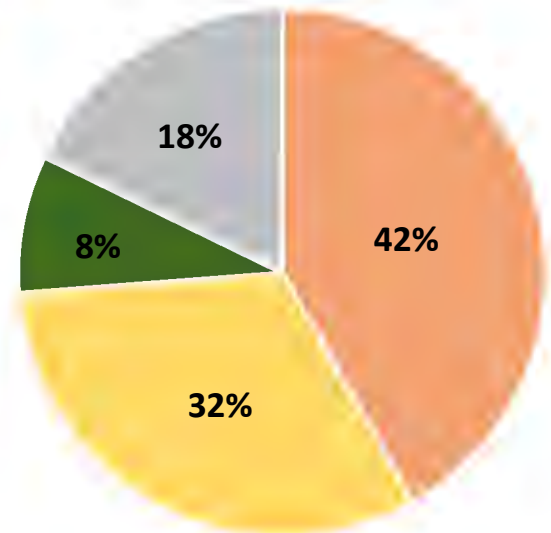
	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	205 Stormwater		\$250,000		
	<b>Subtotal</b>		<b>\$250,000</b>		
<b>Total Cost Estimate</b>		<b>\$250,000</b>			

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## *Transportation*

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Fund # / Name	Budget (\$)	Legend
206 Gas Tax	\$8,852,898	
Grants	\$6,558,930	
Reserve	\$1,728,604	
Operating Budget	\$3,544,142	



### Category Description

Transportation involves street improvements including construction, resurfacing, and maintenance of existing roadways, intersections, and bicycle and pedestrian facilities, such as bike lanes and sidewalks. This category also includes streetlight, traffic-related, and traffic signal improvements, which include enhancements that increase traffic flow and capacity, improve circulation, and expand bicycle and/or pedestrian thoroughfare.

### Operating Budget

The Operating Budget for Transportation covers the costs of maintaining local streets through the *Annual Minor Street Repairs & Maintenance Program* and provides cost-sharing benefits to property owners seeking to repair damaged sidewalk through the *Annual Sidewalk Repair Program (Resident Reimbursement)*. This operating budget also covers miscellaneous contractual services related to streets maintenance and partially covers the salaries of street maintenance staff.

## TRANSPORTATION

### T01 - Bellam Blvd Off-Ramp Improvements (City R/W Surface)



#### Project Information

This project, led by the Transportation Authority of Marin (TAM), is located at the northbound 101 / eastbound I-580 off-ramp to the Bellam Blvd intersection to the eastbound I-580 on-ramp to the Richmond-San Rafael Bridge. Project scope consists of off-ramp/on-ramp widening, lane reconfiguration, and intersection modifications for operational improvements. As part of a funding exchange of \$656,000 in Local Partnership Program (LPP) Formula funds for the City's Grand Ave Cycle Track Project, the City will be committing \$575,000 of Measure AA funds to the surface components of this project.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	206 Gas Tax Fund		\$575,000		
	<b>Subtotal</b>		<b>\$575,000</b>		
<b>Total Cost Estimate</b>		<b>\$575,000</b>			

### T02 - Canal Active Transportation Experience Improvements



#### Project Information

The City has applied for the Active Transportation Program grant to make improvements to the bicycle and pedestrian experience in the Canal neighborhood. Improvements include street lighting, curb ramp upgrades, sidewalk gap closures, pedestrians crossing improvements, bus stop improvements, secure bicycle parking, and bicycle boulevard treatments.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	206 Gas Tax		\$492,500		
	Grant: ATP Cycle 6		\$788,000		
Construction	206 Gas Tax			\$679,300	\$1,405,300
	Grant: ATP Cycle 6				\$3,335,000
<b>Subtotal</b>			<b>\$1,280,500</b>	<b>\$679,300</b>	<b>\$4,740,300</b>
<b>Total Cost Estimate</b>		<b>\$6,700,200</b>			

## T03 - Citywide Bicycle and Pedestrian Plan Update



### Project Information

The heart of bicycle and pedestrian projects is a strong and robust citywide plan that provides a framework for future facilities. To this end, the City desires to update its 2018 citywide plan to account for changing conditions and community desires. This plan update will also incorporate a section on trails throughout the City and provide a framework for future trail projects.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	206 Gas Tax		\$250,000		
	<b>Subtotal</b>		<b>\$250,000</b>		
<b>Total Cost Estimate</b>		<b>\$250,000</b>			

## T04 - Fourth Street/Second Street at Miracle Mile Intersection Improvements



### Project Information

The intersection improvements at Fourth Street/Second Street and Miracle Mile are a key final connection for west Marin and the two-way cycle track that was constructed as part of the Third Street Rehabilitation project. This project will improve pedestrian, bicycle, and motor vehicle access through the intersection. The upgrades include a new traffic signal at this intersection and W. Crescent.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	206 Gas Tax	\$241,900			
Construction	206 Gas Tax		\$1,703,100		
	Grant		\$3,051,000		
<b>Subtotal</b>		<b>\$241,900</b>	<b>\$4,754,100</b>		
<b>Total Cost Estimate</b>		<b>\$4,996,000</b>			

## T05 – Francisco Blvd East Mid-Block Crossing Enhancement



### Project Information

The City seeks to implement crossing enhancements through the installation of a Mid-Block crossing on Francisco Blvd East with a bulb out curb extension and pedestrian hybrid beacon.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
<b>Construction</b>	Grant (TFCA and TDA)		\$325,000	\$125,000	
	<b>Subtotal</b>		<b>\$325,000</b>	<b>\$125,000</b>	
<b>Total Cost Estimate</b>		<b>\$450,000</b>			

## T06 - Lincoln Avenue Safety Improvement Project



### Project Information

The project includes intersection safety improvements at the intersections of Lincoln Avenue and Brookdale Avenue and Lincoln Avenue and Wilson Court. Improvements include curb extensions, accessible curb ramps, high visibility crosswalk striping, and rapid rectangular flashing beacons.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
<b>Planning/Design</b>	Grants		\$250,000		
	206 Gas Tax		\$60,000		
	<b>Subtotal</b>		<b>\$310,000</b>		
<b>Total Cost Estimate</b>		<b>\$310,000</b>			



## T07 - San Rafael Canal Crossing



### Project Information

This project will provide a non-motorized bicycle and pedestrian crossing bridge between the Canal Neighborhood and destinations north of San Rafael Creek. The new crossing would provide connectivity within a highly developed active transportation network in central Marin County, including the Bay Trail and the North-South Greenway, ensuring that residents of the Canal Neighborhood and the broader community are provided with safe access to regional destinations.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	206 Gas Tax	\$50,000			
	Grant: ATP Cycle 6		\$1,575,000		
Construction	Grant: ATP Cycle 6				\$2,350,000
<b>Subtotal</b>		<b>\$50,000</b>	<b>\$1,575,000</b>		<b>\$2,350,000</b>
<b>Total Cost Estimate</b>		<b>\$23,525,000</b>			

## T08 - South Merrydale Road – Civic Center Connector Pathway



### Project Information

This project will provide a safer, more comfortable access route by filling a critical gap under the freeway at the Marin Civic Center SMART station. The creation of a multi-use path in this location would link Rafael Meadows and neighborhoods west of Highway 101 with existing multi-use paths on the east side, creating a route to school that is safe and comfortable for walkers and cyclists of all ages and abilities. This route would bypass busy North San Pedro Road entirely.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	206 Gas Tax	\$50,000	\$742,228		
	Grant (RCN)		\$480,000		
Construction	206 Gas Tax			\$476,772	
	Grant (RCN)			\$1,470,000	
<b>Subtotal</b>		<b>\$50,000</b>	<b>\$1,222,228</b>	<b>\$1,946,772</b>	
<b>Total Cost Estimate</b>		<b>\$3,219,000</b>			



Project Information

In collaboration between the Transportation Authority of Marin, the County of Marin, and Marin County’s 11 incorporated cities and towns, the 2024 Marin Countywide Local Road Safety Plan (LRSP) was developed. As a part of the LRSP, Vision Zero strives to achieve zero deaths or severe injuries on Marin roadways by 2050. The City will develop a Vision Zero Action Plan with input from various stakeholders to develop strategies to achieve mutual commitment to the Vision Zero Goals.



	Funding Source	Prior Funding	FY 2024-25	FY 2025-26	FY 2026-27
Planning/Design	206 Gas Tax		\$150,000		
	<b>Subtotal</b>		<b>\$150,000</b>		
<b>Total Cost Estimate</b>			<b>\$150,000</b>		

**Section VI: CIP Funding Tables**

## CIP Funding Tables

<b>Annual Programs</b>						
CATEGORY	PROGRAM TITLE	FUND	FY 2024-25	FY 2025-26	FY 2026-27	CIP
Transportation	City-Led Sidewalk Repair Program (Non-Reimbursable)	206	\$ 250,000	\$ 200,000	\$ 200,000	Yes
Transportation	Citywide Bicycle and Pedestrian Plan Support Program	206	\$ 100,000	\$ 100,000	\$ 100,000	Yes
Storm Drain	Corrugated Metal Pipe Replacement Program	205	\$ 220,000	\$ 220,000	\$ 220,000	Yes
Buildings / Facilities	Facilities Maintenance Program	001 / 603	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	Partial
Other	Fleet Management Program	001	\$ 743,000	\$ 750,000	\$ 750,000	No
Other / Transportation	Grants Procurement Program	001	\$ 100,000	\$ 150,000	\$ 150,000	Yes
Transportation	Minor Street Repairs & Maintenance Program	001	\$ 658,500	\$ 660,000	\$ 660,000	No
Parks	Park and Landscape Maintenance Program	001	\$ 1,208,000	\$ 1,210,000	\$ 1,210,000	No
Transportation	Pavement Management Program	206	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	Yes
Other	Permit and Technical Assistance Program	001	\$ 350,500	\$ 250,000	\$ 250,000	No
Transportation	Public Hillside Monitoring & Maintenance Program	206	\$ 250,000	\$ 250,000	\$ 250,000	Yes
Other	Regional Partnership and Project Assistance Program	001	Funding by Applicant			No
Transportation	Road Safety Implementation Program	206	\$ 500,000	\$ 500,000	\$ 500,000	Yes
Transportation	Sidewalk Repair Program (Resident Reimbursement)	206	\$ 300,000	\$ 450,000	\$ 450,000	Yes
Storm Drain	Stormwater System Maintenance Program	205	\$ 720,000	\$ 720,000	\$ 720,000	No
Transportation	Traffic Signal and Street Lighting Program	206	\$ 500,000	\$ 500,000	\$ 500,000	Yes
<b>TOTAL</b>			<b>\$ 10,900,000</b>	<b>\$ 10,960,000</b>	<b>\$ 10,960,000</b>	<b>-</b>
<b>TOTAL - CIP ONLY</b>			<b>\$ 5,382,713</b>	<b>\$ 5,970,000</b>	<b>\$ 5,970,000</b>	<b>-</b>

## CIP Funding Tables

### Buildings / Facilities

PROJECT NUMBER	PROJECT TITLE	FUND	PRIOR YEARS' APPROPRIATION	FY 2024-25	FY 2025-26	FY 2026-27	3-YR Total
BF01	City Hall Assessment	603	\$ 15,260	\$ -	\$ -	\$ -	\$ 15,260
BF02	A.J. Boro Community Center: HVAC & Roof Repair	603	\$ 5,400	\$ 250,000	\$ 1,000,000	\$ -	\$ 1,255,400
BF03	Childcare Portable Building Replacement (Pickleweed)	603	\$ 25,000	\$ 1,300,000	\$ -	\$ -	\$ 1,325,000
BF04	Citywide Buildings and Facilities Plan	603	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
BF05	Downtown Library Modernization	214	\$ 391,731	\$ 2,608,269	\$ -	\$ -	\$ 3,000,000
BF06	Pickleweed Branch Library Redesign	214	\$ 251,210	\$ 1,748,790	\$ -	\$ -	\$ 2,000,000
BF07	Public Safety Center Antenna System	420	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
<b>TOTAL</b>				<b>\$ 6,307,059</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	

### Parks

PROJECT NUMBER	PROJECT TITLE	FUND	PRIOR YEARS' APPROPRIATION	FY 2024-25	FY 2025-26	FY 2026-27	3-YR Total
P01	Boyd Park Interim Playground Equipment	241	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
P02	Peacock Gap Park Playground	241	\$ 145,005	\$ 725,000	\$ -	\$ -	\$ 870,005
P03	Pickleweed Park Enhancement & Field Renovation	401	\$ 814,341	\$ 8,480,000	\$ -	\$ -	\$ 9,294,341
P04	Terra Linda Park and Community Center Enhancement Plan	241	\$ 150,000	\$ 52,500	\$ -	\$ -	\$ 202,500
P05	Trails Existing Conditions & Feasibility Study	241	\$ -	\$ 100,000	\$ -	\$ -	\$ 100,000
-	Freitas Park and Peacock Gap Tennis Court Resurfacing	241	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
-	Gerstle Park Playground Improvements	241	\$ -	\$ -	\$ 150,000	\$ 800,000	\$ 950,000
<b>TOTAL</b>				<b>\$ 9,417,500</b>	<b>\$ 400,000</b>	<b>\$ 800,000</b>	

## CIP Funding Tables

### Storm Drain

PROJECT NUMBER	PROJECT TITLE	FUND	PRIOR YEARS' APPROPRIATION	FY 2024-25	FY 2025-26	FY 2026-27	3-YR Total
SD01	Citywide Storm Drain Plan	205 / 401	\$ 331,303	\$ -	\$ -	\$ 290,000	\$ 621,303
SD02.1	390 Canal Pump Station Trash Capture	205	\$ -	\$ 320,000	\$ -	\$ 815,000	\$ 1,135,000
SD02.2	N. Francisco Pump Station Trash Capture	205	\$ -	\$ 279,010	\$ -	\$ -	\$ 279,010
SD02.3	Redwood Hwy Trash Capture	205	\$ -	\$ 146,643	\$ -	\$ 2,009,000	\$ 2,155,643
SD02.4	Rossi Pump Station Trash Capture	205	\$ -	\$ 69,000	\$ -	\$ 1,587,000	\$ 1,656,000
-	San Quentin Pump Station Reconstruction	205 / 401	\$ 7,922,733	\$ 485,000	\$ -	\$ -	\$ 8,407,733
SD02.5	San Quentin Pump Station Trash Capture	205	\$ -	\$ 92,000	\$ -	\$ 1,865,000	\$ 1,957,000
SD03	Storm Drain Maintenance Environmental Compliance and Permitting	205 / 401	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000
-	390 Canal Pump Station Generator Replacement	205	\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000
-	Kerner Pump Station Trash Capture	205	\$ 466,466	\$ -	\$ -	\$ -	\$ 466,466
-	Kerner Pump Station Trash Capture (Pump Station upgrades)	205	\$ -	\$ -	\$ 7,450,000	\$ -	\$ 7,450,000
-	Pump Station Generators (portable)	205 / 401	\$ -	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000
-	Francisco Blvd. West at Irwin St: Trash Rack	205	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>				<b>\$ 1,641,653</b>	<b>\$ 8,450,000</b>	<b>\$ 6,566,000</b>	

## CIP Funding Tables

### Transportation

PROJECT NUMBER	PROJECT TITLE	FUND	PRIOR YEARS' APPROPRIATION	FY 2024-25	FY 2025-26	FY 2026-27	3-YR Total
-	B Street Culvert Replacement & Resurfacing	206	\$ 648,803	\$ 70,000	\$ -	\$ -	\$ 718,803
T01	Bellam Blvd Off-Ramp Improvements (City R/W surface)	206	\$ -	\$ 575,000	\$ -	\$ -	\$ 575,000
T02	Canal Active Transportation Experience Improvements	206	\$ -	\$ 1,280,500	\$ 679,304	\$ 4,740,396	\$ 6,700,200
T03	Citywide Bicycle & Pedestrian Plan Update	206	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000
T04	Fourth St/Miracle Mile at Second St and West Crescent Dr	206	\$ 241,900	\$ 4,754,100	\$ -	\$ -	\$ 4,996,000
T05	Francisco Blvd East Mid-Block Crossing Enhancement	206	\$ -	\$ 325,000	\$ 125,000	\$ -	\$ 450,000
T06	Lincoln Avenue Safety Improvements	206	\$ -	\$ 310,000	\$ -	\$ -	\$ 310,000
T07	San Rafael Canal Crossing	206	\$ 50,000	\$ 1,575,000	\$ -	\$ 2,350,000	\$ 3,975,000
T08	South Merrydale Road – Civic Center Connector Pathway (aka Rafael Meadows Safe Crossing Pathway Project)	206	\$ 50,000	\$ 1,222,228	\$ 1,946,772	\$ -	\$ 3,219,000
T09	Vision Zero Action Plan	206	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
-	Bellam Blvd - Andersen to Baypoint	206	\$ -	\$ -	\$ -	\$ -	\$ -
-	BPMP Rank-1: Project D-1 Downtown East-West connection: Feasibility study	246	\$ -	\$ -	\$ -	\$ -	\$ -
-	Canal St Powerline Undergrounding	206	\$ -	\$ -	\$ 6,300,000	\$ -	\$ 6,300,000
-	Fourth St Multi-modal Improvements - E Street to Tamalpais (LRSP)	206	\$ -	\$ -	\$ -	\$ -	\$ -
-	Fourth St Multi-modal Improvements - Tamalpais to Grand Ave (LRSP)	206	\$ -	\$ -	\$ -	\$ -	\$ -
-	Fourth Street bike connection - Grand Ave to North-South Greenway	246	\$ -	\$ -	\$ -	\$ -	\$ -
-	Lincoln Ave Bridge Repairs	206	\$ -	\$ -	\$ -	\$ -	\$ -
-	Lincoln Avenue Multi-Modal Rehabilitation (LRSP)	206	\$ 20,000	\$ -	\$ 100,000	\$ 3,000,000	\$ 3,120,000
-	Manual T. Freitas Parkway Class 1 Feasibility Study (BPMP Rank-5)	246	\$ -	\$ -	\$ -	\$ -	\$ -
-	Multi-Use Path Civic Center Station to Northgate	206	\$ -	\$ -	\$ 1,800,000	\$ -	\$ 1,800,000
-	North-South Greenway Tamalpais Avenue: 4th Street to Mission Avenue	206	\$ -	\$ -	\$ 4,000,000	\$ -	\$ 4,000,000
-	Second Street Multi-Modal Improvements (LRSP)	206	\$ 50,000	\$ -	\$ 630,000	\$ -	\$ 680,000
<b>TOTAL</b>				<b>\$ 10,511,828</b>	<b>\$ 9,151,076</b>	<b>\$ 10,090,396</b>	

# Section VII: Rating Categories and Project Rankings



## Project Ratings and Rank Scoring

CATEGORY	PROJECT NAME	RANK SCORING 1 to 10	Health / Safety / Liability	Priority Initiative	Time- Sensitive Funds	Maintain / Enhance Functionality	
			35%	20%	25%	20%	
Buildings / Facilities	Childcare Portable Building Replacement (Pickleweed)	7.7	9	9	3	10	
	A.J. Boro Community Center: Fire water lines BFP installation (In progress)	7.5	10	10	0	10	
	Citywide Buildings and Facilities Plan	7.1	10	8	0	10	
	City Hall Assessment	7.1	10	8	0	10	
	A.J. Boro Community Center: HVAC & Roofing Replacement	6.9	9	7	3	8	
	Downtown Library Modernization	6.7	7	8	5	7	
	Pickleweed Branch Library Redesign	6.7	7	8	5	7	
	The following projects are not currently programmed as part of FY 2024-25 CIP.						
	A.J. Boro Community Center: Multipurpose Room Flooring Replacement	6.6	8	9	0	10	
	A.J. Boro Community Center: Leveling & jack replacement & rear deck	6.5	10	7	0	8	
	City Hall Fire Sprinkler System Feasibility Study	6.5	10	8	0	7	
	City Hall: HVAC Replacement	6.4	8	8	0	10	
	City Hall Council Chambers door replacement and new exit door	6.3	10	8	0	6	
	A.J. Boro Community Center: Rear Deck	6.2	8	7	0	10	
	City Hall Exterior Accessibility Assessment	6.2	8	8	0	9	
	City Hall Interior Accessibility Assessment	6.2	8	8	0	9	
	Falkirk Cultural Center: ADA Improvements	6	9	7	0	7	
	San Rafael Community Center: Generator Hookup	5.7	7	7	0	9	
	City Hall Third Floor tentant improvements	5.5	7	7	0	8	
	Fifth Ave/Garden Ln Parking Lot Resurfacing	5.4	8	5	0	8	
	Childcare Portable Building Replacement (Silveria/Lucas Valley/Vallecito)	5.3	7	7	0	7	
	City Hall: Server Room Sewer Repair	5.1	7	7	0	6	
	Terra Linda Pool House Electrical Upgrades	4.9	7	5	0	7	
	Parkside Preschool Playground Tent Replacement	4.9	7	5	0	7	
	Terra Linda Community Center: HVAC Replacement	4.7	6	5	0	8	
	San Rafael Community Center: Parking Lot Resurfacing	4.5	7	5	0	5	
	Las Gallinas Trail Pavement Rehabilitation	4.2	5	5	0	7	
	Court St Plaza Fountain Repair	2.1	2	2	0	5	
	Seismic Upgrades to Parking Structures at Third St/A St and Third St/C St	6.9	10	9	0	8	
	Seismic Upgrades to Parking Structure at Fifth Ave/C St	6.9	10	9	0	8	
	Mini Park Montecillo and Freitas Parkway	1.9	2	2	0	4	

## Project Ratings and Rank Scoring

CATEGORY	PROJECT NAME	RANK SCORING 1 to 10	Health / Safety / Liability	Priority Initiative	Time- Sensitive Funds	Maintain / Enhance Functionality	
			35%	20%	25%	20%	
<b>Buildings / Facilities (Essential Facilities)</b>	Public Safety Center Antenna System	-	(Essential Facilities Fund (#420) supported projects are reviewed and selected by the the Measure E subcommittee. These projects are shown for reference only.				
	Fire Station 56	-					
	City Hall Fire alarm & push button security	-					
	Public Safety Center Evidence storage	-					
<b>Storm Drain</b>	Citywide Storm Drain Plan	7.5	10	10	0	10	
	San Quentin Pump Station Reconstruction	7.1	10	8	0	10	
	Storm Drain Maintenance Environmental Compliance and Permitting	6.7	10	7	0	9	
	390 Canal Pump Generator Replacement	6.6	7	5	7	7	
	Francisco Blvd West at Irwin St: Trash Rack (Not Currently Funded)	6.4	9	6	0	10	
	Kerner Pump Station Trash Capture	6.3	7	8	5	5	
	390 Canal Pump Station Trash Capture	6.3	7	8	5	5	
	N. Francisco Pump Station Trash Capture	6.3	7	8	5	5	
	Rossi Pump Station Trash Capture	6.3	7	8	5	5	
	Redwood Hwy Trash Capture	6.3	7	8	5	5	
	San Quentin Pump Station Trash Capture	6.3	7	8	5	5	
	The following projects are not currently programmed as part of FY 2024-25 CIP.						
		Pump Station Generators (portable)	6	8	8	0	8
		Drainage Improvements: C St from First St to Second St	5.1	6	6	0	9
		Los Gamos Rd at Oleander Dr Flood Warning System	5	8	7	0	4
		Drainage Improvements: Bayview St	4.7	6	6	0	7
		Drainage Improvements: First St at D St	4.6	5	5	0	9
		Las Gallinas Channel Study	4.5	6	7	0	5
		Drainage Improvements: Woodland Ave	4.4	5	5	0	8
		121 Irwin St Erosion Control	4.4	5	4	0	9
		Drainage Improvements: East St at Jessup St	4.4	5	5	0	8
		Las Casas Drainage Basin Repair	4.2	5	5	0	7
		Drainage Improvements: Second St between C & E St	4.1	6	4	0	6
		Piombo Pump Station: Electrical Panel Replacement	4	4	5	0	8
		Cayes Pump Station Control System	4	5	3	0	8
		Mission Ave Storm Drain Infrastructure (SRHS)	3.1	3	3	0	7
		Spinnaker Point Salt Marsh Remediation (Conceptual Design Only)	1.7	2	3	0	2

## Project Ratings and Rank Scoring

CATEGORY	PROJECT NAME	RANK SCORING 1 to 10	Health / Safety / Liability	Priority Initiative	Time- Sensitive Funds	Maintain / Enhance Functionality	
			35%	20%	25%	20%	
Transportation	Canal Active Transportation Experience Improvements	8.8	9	9	8	9	
	Lincoln Ave Safety Improvement Project (HSIP)	8	8	8	8	8	
	Fourth St/Miracle Mile at Second St & W Crescent Dr	7.6	8	7	8	7	
	South Merrydale Road – Civic Center Connector Pathway (Rafael Meadows)	6.9	6	9	8	5	
	San Rafael Canal Crossing (Bike-Ped Swing Bridge Feasibility Study)	6.9	7	9	8	3	
	Vision Zero Action Plan	6.9	10	9	0	8	
	Canal Alliance (Francisco Blvd East) Mid-Block Crossing Enhancement	6.7	7	6	8	5	
	Citywide Bicycle & Pedestrian Plan Update	6.6	8	10	0	9	
	The following projects are not currently programmed as part of FY 2024-25 CIP.						
		Bellam Multimodal improvements (LRSP & BPMP Rank-2: Project F-12 Bellam Blvd - Andersen to Baypoint Drive feasibility Class IV)	6.4	9	10	0	6
		North-South Greenway 4th to Mission (LRSP, BPMP Rank-6: Project D-2)	6.2	9	9	0	6
		Canal St Powerline Undergrounding	6.1	7	9	0	9
		Fourth St Multi-Modal Improvements - Tamalpais to Grand Ave (LRSP)	6	8	8	0	8
		Second St Multi-Modal Improvements (Extend Shaver to Grand) (LRSP)	6	8	8	0	8
		Lincoln Ave Multi-Modal Rehabilitation (LRSP)	6	8	8	0	8
		Fourth St Multi-modal Improvements - E Street to Tamalpais (LRSP)	6	8	8	0	8
		Andersen Sidewalk Gap Closure Project- SeeClickFix/TAM leadership	5.6	8	7	0	7
		Woodland Ave Ped Improvements	5.6	8	7	0	7
		Freitas Parkway Pedestrian Safety Improvements - Del Presidio to Las Gallinas (LRSP)	5.6	8	7	0	7
		Lincoln Ave Bridge Repairs	5.5	7	7	0	8
		Freitas Pkwy pedestrian crossing feasibility study (slip lane removal)	4.7	7	5	0	6
		B Street ped/bike improvements Phase 2- City Council	4.7	7	7	0	4
		Class IV bikeway on Nova Albion- WTB TAM	4.5	7	6	0	4
		Fifth Ave Bikeway Feasibility Study (BPMP Rank-11: Project C-21)	4.3	6	6	0	5
		Merrydale Northgate Promenade (Northgate to Civic Center)	4.2	5	7	0	5
		Bayview Retaining Wall	4.1	6	4	0	6
		Safe Routes to School: Davidson Phase 2	4	5	5	0	6
		Merrydale Rd multi-modal Civic Center Station to N. San Pedro Feasibility Study	4	5	5	0	6
		Silveira Parkway Improvement Project	3.9	6	5	0	4
		Traffic Calming on Point San Pedro Road - PSPRC	3.9	6	5	0	4
		Fair Dr/Coleman Retaining Wall	3.8	5	3	0	7
		Crosswalk at Smith Ranch and Silveira Parkway	3.7	6	5	0	3
		Grove Hill Estates Pedestrian Path Connection to Tamal Vista Drive	2.5	3	4	0	3
	Ross Valley Drive and Fourth Street Traffic Signal Reconfiguration	2.3	3	3	0	3	

**Section VIII: Infrastructure and Transportation Work Plan**



# INFRASTRUCTURE AND TRANSPORTATION WORK PLAN

Revised: 06/06/24

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# INTRODUCTION

The City of San Rafael's Infrastructure and Transportation Work Plan document outlines our approach to addressing our community's evolving needs over the next 18 months. As stewards of our City's growth and development, we understand the critical role of infrastructure in enhancing quality of life, promoting economic prosperity, and ensuring sustainable mobility. Through collaborative planning and targeted investments, we aim to build a resilient, interconnected, and accessible City that fosters opportunity and prosperity in our community.



## PURPOSE OF THE DOCUMENT

This Work Plan aims to provide a roadmap for advancing the City of San Rafael's capital and transportation infrastructure goals, as outlined by our Fiscal Year 2023-2025 Goals and Objectives and our Capital Improvement Program. By aligning our initiatives with key policy focus areas such as transportation, infrastructure, equity, and sustainability, we will maximize the impact of our investments within the specified timeframe. Through proactive governance and continuous improvement, we are committed to delivering infrastructure solutions that enhance connectivity, promote economic vitality, and improve the quality of life for all San Rafael residents.



# ACRONYMS, DEFINITIONS, & ROADMAP KEY

Acronym	Definition
AB	Assembly Bill
ATP	Active Transportation Program
CC	City Council
CED	Community and Economic Development Department
CIP	Capital Improvement Program
CM	City Manager
CMO	City Manager's Office
CPRMP	Citywide Parks and Recreation Master Plan
DS	Digital Service Department
FIN	Finance Department
FY	Fiscal Year
GF	General Fund
GGBHTD	Golden Gate Bridge, Highway and Transportation District

Acronym	Definition
LWCF	Land and Water Conservation Fund
LiDAR	Light Detection and Ranging
LR	Library and Recreation Department
LRSP	Local Road Safety Program
PD	Police Department
PW	Public Works Department
PG&E	Pacific Gas and Electric
PSA	Professional Services Agreement
RFP	Request For Proposal
SCF	See-Click-Fix
SRSD	San Rafael Sanitation District
ST	Sustainability Department
TAM	Transportation Authority of Marin

Work Plan Table Data:
Objective: Project or Program
Milestone or Activity: Key deliverable or action planned or completed
Description: Additional detail including key steps or deliverables
Primary/Supporting Departments: City of San Rafael departments responsible for the action or playing an ancillary role
Start Date: Planned or actual date work begins
Target Completion: Planned end date
Status: Current state of the Milestone or Activity (Upcoming/In Progress/Complete)
Funding: Source of allocation, if applicable
Barriers and Comments: Callouts related to potential blockers to progress constraints
Goal: Related Goals and Objectives (FY23-24 and FY 24-25) / N = Not Applicable
CIP Y/N: Indicates whether the project or program is part of the Capital Improvement Program.

## KEY

### Focus Areas

**SUSTAINABILITY, CLIMATE CHANGE & DISASTER PREPAREDNESS** Building our economy to be stronger and more resilient. Working to create equitable outcomes for all, while addressing systemic racial injustices. Reducing greenhouse gas emissions while mitigating and adapting to climate change.

### GOAL B: Quality of Life

Serve and strengthen community relationships by providing literary, artistic, recreational and cultural experiences for all residents and improving resident engagement and governmental transparency

### GOAL D: Public Assets

Improve and preserve public assets by sustaining effective levels of core infrastructure while reducing traffic congestion by expanding bicycle, pedestrian, and transit options

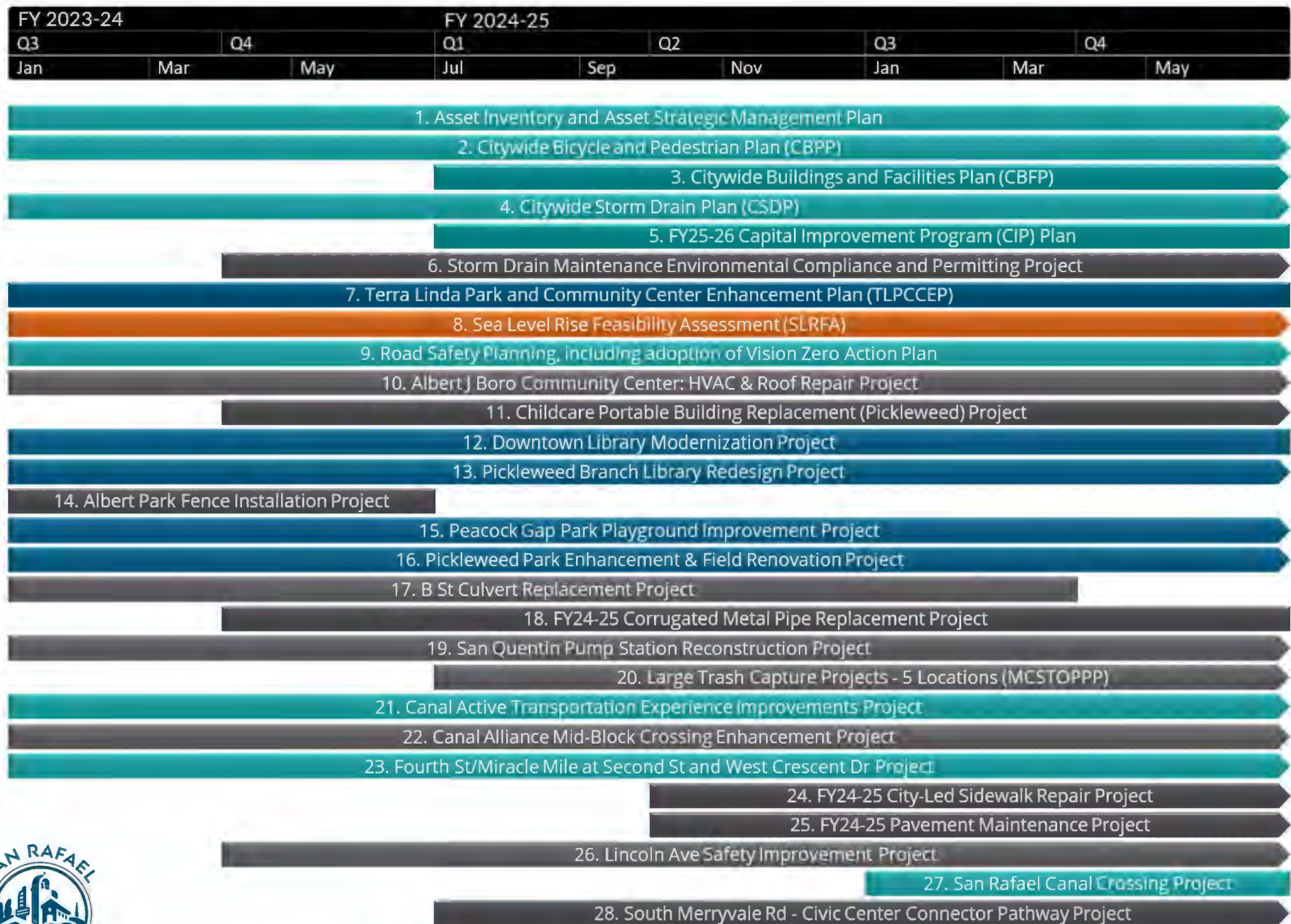
### OTHER PROJECTS/PROGRAMS

### ARROW: EXTENDS TO FY '26

*Note: Roadmaps display activities by Quarter through FY 2024-25  
Timelines are estimated*



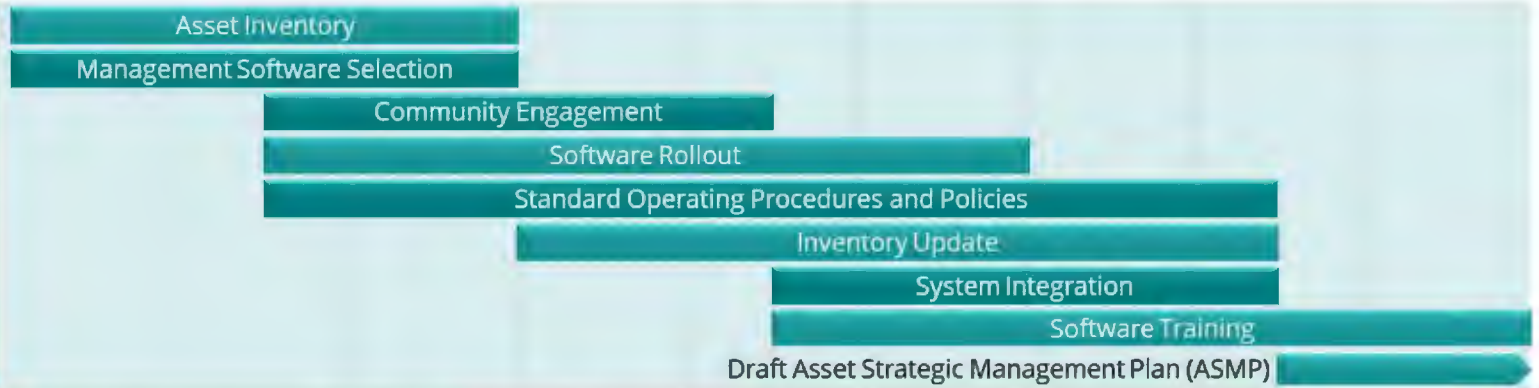
# ALL PROJECTS



# WORK PLANS

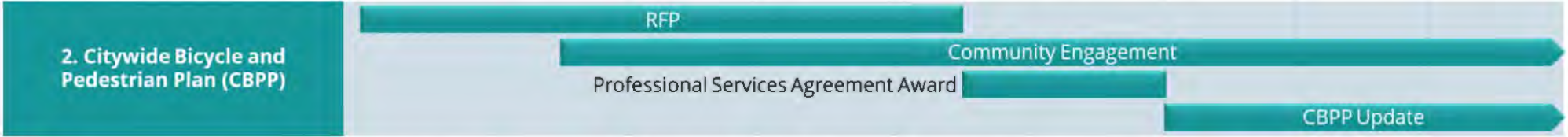
FY 2023-24				FY 2024-25					
Q3		Q4		Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May	

## 1. Asset Inventory and Asset Strategic Management Plan



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>1. Asset Inventory and Asset Strategic Management Plan</b>											
	Asset Inventory	Develop list of assets and associated attributes, conduct data collection using LiDAR for all visible assets (e.g., curb ramps, hydrants, signage, trees, etc.), and extract/export features from LiDAR data in a format compatible with the City's GIS.	PW	DS	Q3 FY 2023-24	Q4 FY 2023-24	In Process	Services Procured	Mitigate risk around Staff time/competing priorities with potential temp staff/intern.		
	Management Software Selection	Procure Asset Management Software (AMS) and recommend vendor.	PW	DS	Q3 FY 2023-24	Q4 FY 2023-24	In Process	PW/DS	In the PW/DS budget.		
	Community Engagement	Provide update on asset inventory efforts and introduce project plan to the community for feedback.	PW	DS	Q4 FY 2023-24	Q1 FY 2024-25	In Process	-	Align staff time constraints with community expectations.		
	Software Rollout	Provide staff with access to AMS and training on how to search and update asset data.	PW	DS	Q4 FY 2023-24	Q2 FY 2024-25	In Process	-	-		
	Standard Operating Procedures and Policies	Define information management and data share approach (e.g., replacement schedules, investigation of funding opportunities, reduction or expansion of inventory, etc.)	PW	DS	Q4 FY 2023-24	Q3 FY 2024-25	In Process	-	Staff capacity constraints.	D: Bullet #7	N
	Inventory Update	Incorporate additional non-LiDAR asset data (e.g., location and description).	PW	DS	Q1 FY 2024-25	Q3 FY 2024-25	Upcoming	General Fund	Potential cost for intern/temp staff from the General Fund.		
	System Integration	Integrate asset inventory with SeeClickFix (SCF) system.	PW	DS	Q2 FY 2024-25	Q3 FY 2024-25	Upcoming	-	-		
	Software Training	Train staff on responding to SCF tickets via AMS.	PW	DS	Q2 FY 2024-25	Q4 FY 2024-25	Upcoming	-	Dependent on Citywide implementation of SCF SOPs and SCF integration with AMS.		
	Draft Asset Strategic Management Plan (ASMP)	Develop near-term and long-term maintenance goals and investigate opportunities for future buildout and utilization of asset management program.	PW	DS	Q4 FY 2024-25	Q1 FY 2025-26	Upcoming	-	-		
	Presentation	Provide update on ASMP to City Council and seek feedback from community.	PW	DS	Q2 FY 2025-26	Q2 FY 2025-26	Upcoming	-	-		
	Final ASMP	Finalize ASMP based on consideration of feedback.	PW	DS	Q3 FY 2025-26	Q3 FY 2025-26	Upcoming	-	-		

FY 2023-24				FY 2024-25					
Q3		Q4		Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May	

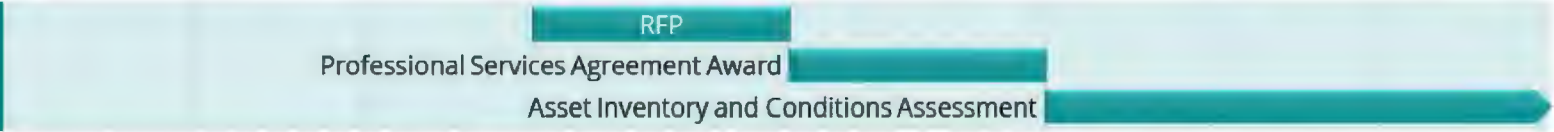


Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>2. Citywide Bicycle and Pedestrian Plan (CBPP)</b>											
	RFP	Develop and advertise Request for Proposal (RFP).	PW	-	Q3 FY 2023-24	Q1 FY 2024-25	In Process	Fund 246	Staff capacity constraints. Consider hiring a traffic consultant project manager to manage the consultant team.	D: Bullet #9	Y
	Community Engagement	Create and advertise online survey to collect input and suggested improvements for CBPP update. Provide opportunities to gather input on suggested improvements at existing events. A few examples include: BPAC meetings, Movie in the Parks, neighborhood meetings, Age Friendly Task Force, Safe Routes to Schools, etc.	PW	-	Q4 FY 2023-24	Q1 FY 2025-26	In Process		Staff anticipates using a variety of outreach methods (e.g., meetings/workshops, online survey, pop-up event, social media campaign, etc.) to effectively engage the community and gather feedback from the largest demographic possible. Review outreach strategy with an equity lens.		
	Professional Services Agreement Award	Recommend consultant team to BPAC and City Council and award of professional services agreement.	PW	-	Q2 FY 2024-25	Q2 FY 2024-25	Upcoming		Staff capacity constraints.		
	CBPP Update	Review existing Bicycle & Pedestrian Master plan projects, suggested improvements from outreach. Prepare exhibits and report summarizing the assessment of the current network and recommendations for new or updated policies and projects. Include rough order of magnitude project costs to assist with annual CIP update.	PW	Fire, PD	Q3 FY 2024-25	Q3 FY 2025-26	Upcoming		Staff capacity constraints.		
	Presentation	Introduce and present draft CBPP update to BPAC and City Council.	PW	-	Q4 FY 2025-26	Q4 FY 2025-26	Upcoming		-		
	Adoption	Finalize CBPP based on consideration of feedback and adoption of CBPP by City Council.	PW	-	Q1 FY 2026-27	Q2 FY 2026-27	Upcoming		-		



FY 2023-24			FY 2024-25					
Q3		Q4	Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May

### 3. Citywide Buildings and Facilities Plan (CBFP)

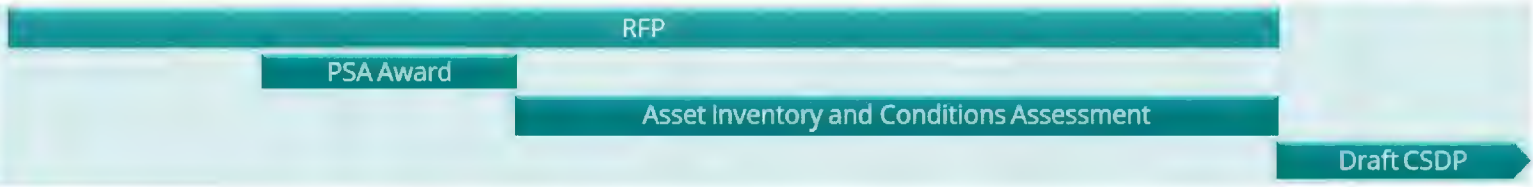


Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>3. Citywide Buildings and Facilities Plan (CBFP)</b>											
	RFP	Develop and advertise Request for Proposal (RFP).	PW	-	Q1 FY 2024-25	Q1 FY 2024-25	Upcoming	Fund 603	Staff capacity constraints.	D: Bullet #7	Y
	Professional Services Agreement Award	Recommend consultant team and award of professional services agreement to City Council.	PW	-	Q2 FY 2024-25	Q2 FY 2024-25	Upcoming		-		
	Asset Inventory and Conditions Assessment	Develop list of buildings and facilities assets and associated attributes, conduct site investigations, review maintenance records, input collected data into asset management software, and prepare conditions assessment report based on compilation of data.	PW	-	Q3 FY 2024-25	Q1 FY 2025-26	Upcoming		Hire temporary admin assistant to help collect and digitize asset inventory.		
	Draft CBFP	Prepare draft report summarizing the assessment of existing buildings and facilities, recommendations for new or updated policies and projects, and maintenance and inspection plan approach.	PW	-	Q1 FY 2025-26	Q2 FY 2026-27	Upcoming		-		
	Final CBFP	Finalize CBFP and include with annual budget and CIP process.	PW	-	Q3 FY 2026-27	Q4 FY 2026-27	Upcoming		-		



FY 2023-24				FY 2024-25					
Q3		Q4		Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May	

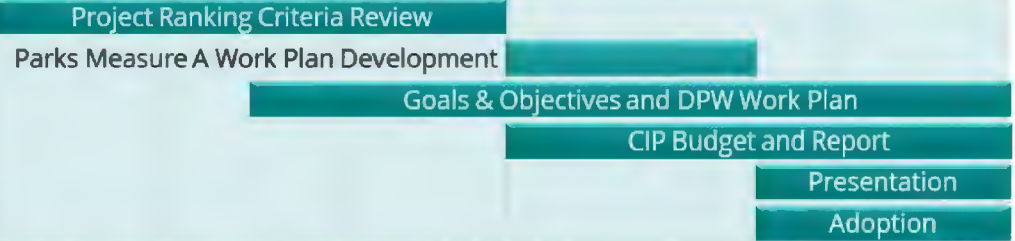
### 4. Citywide Storm Drain Plan (CSDP)



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>4. Citywide Storm Drain Plan (CSDP)</b>											
	RFP	Develop and advertise Request for Proposal (RFP).	PW	-	Q3 FY 2023-24	Q3 FY 2023-24	Complete	Fund 205, General Fund	-	D: Bullet #6	Y
	PSA Award	Recommend consultant team and award of professional services agreement to City Council.	PW	-	Q4 FY 2023-24	Q4 FY 2023-24	In Process		-		
	Asset Inventory and Conditions Assessment	Develop list of storm drain assets and associated attributes, conduct field data collection in three parts (i.e., topside field investigation, video inspections, and pump station assessment), extract/export features from data in a format compatible with the City's GIS, and prepare conditions assessment report based on review of storm drain data.	PW	-	Q1 FY 2024-25	Q3 FY 2024-25	Upcoming		-		
	Draft CSDP	Prepare draft report summarizing the field data collection results and system needs, existing conditions, new stormwater project recommendations, and maintenance and inspection plan approach.	PW	-	Q4 FY 2024-25	Q2 FY 2025-26	Upcoming		Staff capacity constraints and funding if additional scope needed to complete.		
	Draft Drainage Design Standards	Develop draft drainage design standards and guidelines to provide guidance on how to analyze and appropriately size drainage infrastructure, including references to other relevant drainage requirements or guidance documents (e.g., MCSTOPPP water quality treatment measures and Marin County Drainage Manual).	PW	-	Q2 FY 2025-26	Q3 FY 2025-26	Upcoming		-		
	Presentation	Introduce and present draft CSDP and drainage design standards to City Council.	PW	-	Q4 FY 2025-26	Q4 FY 2025-26	Upcoming		-		
	Adoption	Finalize CSDP and design standards based on consideration of feedback and adoption of them by City Council.	PW	-	Q1 FY 2026-27	Q2 FY 2026-27	Upcoming		-		

FY 2023-24			FY 2024-25					
Q3		Q4	Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May

**5. FY25-26 Capital Improvement Program (CIP) Plan**



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>5. FY25-26 Capital Improvement Program (CIP) Plan</b>											
	Project Ranking Criteria Review	Evaluate project ranking criteria and process, including consideration for capacity planning and prioritization. Implement new process and criteria.	PW	CMO, FIN	Q1 FY 2024-25	Q2 FY 2024-25	Upcoming	General Fund	Staff capacity constraints and funding if outside consultants needed.	D: Bullet #1	N
	Parks Measure A Work Plan Development	Develop Measure A Work Plan based on CPRMP priorities and recommendations and present to Parks and Recreation Commission.	LR	PW	Q3 FY 2024-25	Q3 FY 2024-25	Upcoming	-	Staff capacity constraints.		
	Goals & Objectives and DPW Work Plan	Create department Goals and Objectives for upcoming fiscal year. Create work plan that links Goals and Objectives with CIP.	PW	CMO	Q2 FY 2024-25	Q4 FY 2024-25	Upcoming	General Fund	Staff capacity constraints and funding if outside consultants needed. Coordination with other departments and CMO.		
	CIP Budget and Report	Conduct budget analysis and program funds for high ranking CIP projects and annual programs, and prepare draft CIP report.	PW	CMO, FIN	Q3 FY 2024-25	Q4 FY 2024-25	Upcoming	General Fund	-		
	Presentation	Introduce and present draft CIP plan to BPAC and City Council.	PW	CMO, FIN	Q4 FY 2024-25	Q4 FY 2024-25	Upcoming	-	-		
	Adoption	Finalize CIP plan based on consideration of feedback and adoption by City Council.	PW	CMO, FIN	Q4 FY 2024-25	Q4 FY 2024-25	Upcoming	General Fund	-		

FY 2023-24			FY 2024-25						
Q3		Q4	Q1		Q2		Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May	

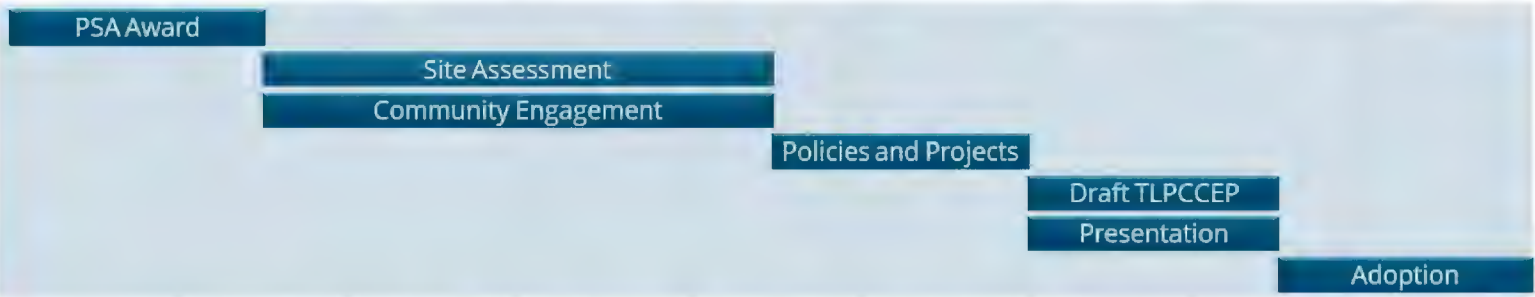


Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>6. Storm Drain Maintenance Environmental Compliance and Permitting Project</b>											
	RFP	Develop and advertise Request for Proposal (RFP).	PW	-	Q4 FY 2023-24	Q1 FY 2024-25	In Process	General Fund approved request from FY24	Staff capacity constraints.	N	Y
	PSA Award	Select consultant team and award of professional services agreement by City Council.	PW	-	Q2 FY 2024-25	Q2 FY 2024-25	Upcoming		-		
	Preliminary Environmental Assessment and Documentation	Collect site information and prepare documentation supporting applications to regulatory agencies.	PW	-	Q3 FY 2024-25	Q4 FY 2024-25	Upcoming		Staff capacity constraints. Weather and permitting requirements.		
	Environmental Clearance	Prepare and submit applications to relevant regulatory agencies and respond to application review comments.	PW	-	Q4 FY 2024-25	Q1 FY 2025-26	Upcoming		-		
	Approval/Permit	Receive approval/permit from relevant regulatory agencies.	PW	-	Q2 FY 2025-26	Q2 FY 2025-26	Upcoming		Permitting agencies timeline.		



FY 2023-24			FY 2024-25					
Q3		Q4	Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May

**7. Terra Linda Park and Community Center Enhancement Plan (TLPCCPEP)**

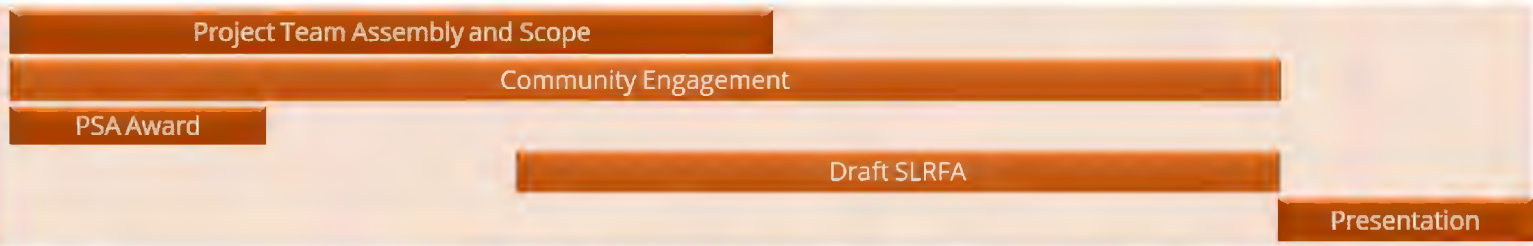


Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>7. Terra Linda Park and Community Center Enhancement Plan (TLPCCPEP)</b>											
	PSA Award	Recommend consultant team and award of professional services agreement by City Council.	LR	PW	Q3 FY 2023-24	Q3 FY 2023-24	Complete		RFP was advertised in Q2 FY 2023-24.		
	Site Assessment	Conduct site visit to assess existing facilities, meet with recreation and maintenance staff for needs assessment and review record documents.	LR	PR	Q4 FY 2023-24	Q1 FY 2024-25	In Process		-		
	Community Engagement	Develop and implement plan for soliciting community feedback.	LR	PW	Q4 FY 2023-24	Q1 FY 2024-25	Upcoming		Staff anticipates using a variety of outreach methods (e.g., meetings/workshops, online survey, pop-up event, social media campaign, etc.) to effectively engage the community and gather feedback from the largest demographic possible.		
	Policies and Projects	Develop and prioritize recommended policies and projects, including rough order of magnitude project costs, for consideration during the annual CIP update and considerations for ongoing maintenance and estimated cost for implementation.	LR	PW	Q2 FY 2024-25	Q2 FY 2024-25	Upcoming	Measure A	-	B: Bullet 8	Y
	Draft TLPCCPEP	Prepare draft report summarizing site assessment findings and recommendations for new or updated policies and projects and maintenance and inspection approach.	LR	PW	Q3 FY 2024-25	Q3 FY 2024-25	Upcoming		-		
	Presentation	Introduce and present draft TLPCCPEP to Parks and Recreation Commission and City Council.	LR	PW	Q3 FY 2024-25	Q3 FY 2024-25	Upcoming		-		
	Adoption	Finalize TLPCCPEP based on consideration of feedback and adoption by City Council.	LR	PW	Q4 FY 2024-25	Q4 FY 2024-25	Upcoming		-		



FY 2023-24			FY 2024-25						
Q3		Q4	Q1		Q2		Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May	

**8. Sea Level Rise Feasibility Assessment (SLRFA)**



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>8. Sea Level Rise Feasibility Assessment (SLRFA)</b>											
	Project Team Assembly and Scope	Collaborate with stakeholders, including community and technical partners, to formulate core project team and develop project scope to comply with grant deliverables.	ST	PW	Q2 FY 2022-23	Q1 FY 2024-25	In Process	State grants (OPR, SCC), Marin Community Foundation	Staff capacity constraints.	Sustainability Focus Area: Bullet 1	N
	Community Engagement	Conduct workshops, facilitate regular meetings (with focus groups, steering committee, technical advisory committee, and working groups), and lead social media campaigns to educate the community about sea level rise, adaptation alternative approaches and the project, and gather feedback on adaptation preferences, information gaps, and concerns with potential SLR impacts.	ST	PW	Q3 FY 2022-23	Q3 FY 2024-25	In Process		-		
	PSA Award	Recommend engineering consultant team and award of professional services agreement by City Council.	ST	PW	Q3 FY 2023-24	Q3 FY 2023-24	In Process		Staff capacity constraints.		
	Draft SLRFA	Prepare draft report summarizing assessment of adaptation alternatives.	ST	PW	Q1 FY 2024-25	Q3 FY 2024-25	Upcoming		-		
	Presentation	Introduce and present draft SLRFA to SLR Sub-committee and accept comments.	ST	PW	Q4 FY 2024-25	Q4 FY 2024-25	Upcoming		-		
	Final SLRFA	Finalize SLRFA based on consideration of feedback and integrate with Priority Development Area Plan.	ST	PW	Q1 FY 2025-26	Q1 FY 2025-26	Upcoming		-		



FY 2023-24				FY 2024-25					
Q3		Q4		Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May	

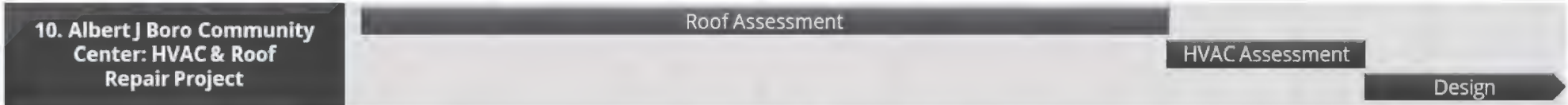
**9. Road Safety Planning, including adoption of Vision Zero Action Plan**



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>9. Road Safety Planning, including adoption of Vision Zero Action Plan</b>											
	LRSP Creation Support	Support TAM and County of Marin on Local Road Safety Plan (LRSP) creation.	PW	CMO	FY 2022-23	Q3 FY 2023-24	Complete	TAM and County funded	Need to coordinate with Bike and Ped Citywide Plan, timing consideration.		
	LRSP Adoption	Adopt LRSP by City Council.	PW	-	Q4 FY 2023-24	Q4 FY 2023-24	Complete	-	Ongoing until funding obtained.		
	Traffic Calming Policy	Create a toolbox of traffic calming measures, create a priority list and outline the process for implementation.	PW	PD, Fire	Q3 FY 2023-24	Q3 FY 2024-25	In Process	-	Staffing constraints; impact on other initiatives.		N
	Grant Application	Collaborate with County of Marin on submission of joint application for Federal Safe Streets for All planning grant.	PW	-	Q4 FY 2023-24	Q2 FY 2024-25	In Process	Seeking SS4A Grant	Grant needed to perform action plan and CBPP		
	AB 43	Evaluate applicability of AB 43 and options for implementation.	PW	PD, Fire	Q2 FY 2024-25	Q4 FY 2024-25	Upcoming	Fund 246	Need to coordinate with Action Plan.		
	Annual Program Project Selection FY 24-25	Identify projects associated with annual programs related to road safety and Vision Zero goals.	PW		Q1 FY 2024-25	Q1 FY 2024-25	Upcoming	-	-		
	Annual Program Project Selection FY 25-26	Identify projects associated with annual programs related to road safety and Vision Zero goals.	PW		Q3 FY 2024-25	Q1 FY 2025-26	Upcoming	-	-	D: Bullet 4	
	Draft Action Plan	Create strategy and implementation plan for Vision Zero; evaluate LRSP, AB laws, other traffic initiatives, and planning documents.	PW	-	Q3 FY 2024-25	Q3 FY 2025-26	Upcoming	Seeking SS4A Grant funding	Funding for grant needed to perform action plan. Need to coordinate with CBPP, timing consideration.		
	Community Engagement	Develop and implement plan for providing project updates and soliciting community input.	PW	CMO	Q3 FY 2024-25	Q1 FY 2025-26	Upcoming	-	Staff anticipates using a variety of outreach methods in conjunction with Marin County to effectively engage the community and gather feedback and educate the largest demographic possible.		Y
	Technical Engagement	Create Technical Advisory committee with key internal and external stakeholders. Meet throughout the Action Plan process.	PW	CMO, PD, Fire	Q3 FY 2024-25	Q4 FY 2025-26	Upcoming	-	Coordination of schedules with key stakeholders. Consensus on ways to get to Zero.		
	Presentation	Introduce and present draft Vision Zero Action Plan to BPAC and City Council.	PW	-	Q3 FY 2025-26	Q3 FY 2025-26	Upcoming	-	-		
	Adoption	Finalize plan based on consideration of feedback and adoption of Vision Zero Action Plan by City Council.	PW	CMO, PD, Fire	Q3 FY 2025-26	Q4 FY 2025-26	Upcoming	-	-		

# The following projects are included in the FY 2024-25 Capital Improvement Program

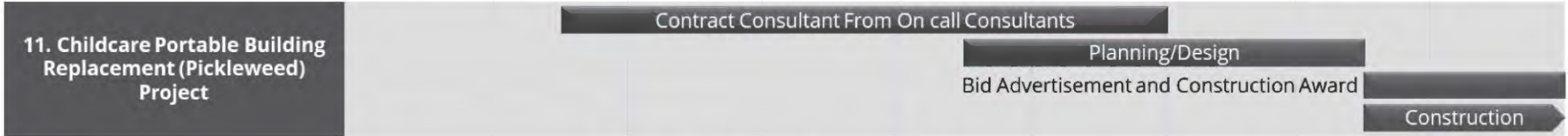
FY 2023-24			FY 2024-25					
Q3		Q4	Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>10. Albert J Boro Community Center: HVAC &amp; Roof Repair Project</b>											
	Roof Assessment	Perform core sampling of existing roof and prepare report summarizing results of roof assessment and recommendations for roof repair.	PW	LR	Q3 FY 2023-24	Q2 FY 2024-25	In Process	Fund 603	-	N	Y
	HVAC Assessment	Develop recommendations for enhancing efficiency, repairing and upgrading HVAC systems based on assessment of current HVAC systems and review of operation and maintenance records.	PW	LR	Q3 FY 2024-25	Q3 FY 2024-25	Upcoming		-		
	Design	Develop construction documents and obtain environmental clearance.	PW	-	Q4 FY 2024-25	Q1 FY 2025-26	Upcoming		Duration of design phase is dependent of level of repair necessary for HVAC and roof.		
	Bid Advertisement and Construction Award	Solicit for construction bids and award of construction contract.	PW	-	Q2 FY 2025-26	Q3 FY 2025-26	Upcoming		-		
	Construction	Obtain construction-related permits and construct project.	PW	-	Q4 FY 2025-26	Q1 FY 2026-27	Upcoming		Bid results, weather conditions, coordination with events/programs at the center.		



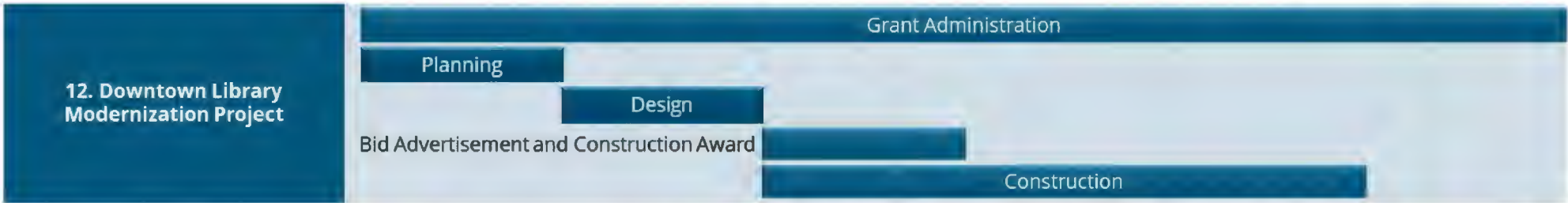
FY 2023-24			FY 2024-25						
Q3		Q4	Q1		Q2		Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May	



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>11. Childcare Portable Building Replacement (Pickleweed) Project</b>											
	Contract Consultant From On Call Consultants	Request proposal and contract directly with architectural consultant from on call/ service level agreement list.	PW	-	Q4 FY 2023-24	Q2 FY 2024-25	Upcoming	Fund 603	-	N	Y
	Planning/Design	Develop conceptual plans and construction documents and obtain environmental clearance.	PW	-	Q2 FY 2024-25	Q3 FY 2024-25	Upcoming		Staff capacity. Existing conditions constraints.		
	Bid Advertisement and Construction Award	Solicit for construction bids and award of construction contract by City Council.	PW	-	Q4 FY 2024-25	Q4 FY 2024-25	Upcoming		-		
	Construction	Obtain construction-related permits and construct project.	PW	-	Q4 FY 2024-25	Q1 FY 2025-26	Upcoming		Supply chain and manufacturer delays on modular building. Construction can only occur during summer break from school.		



FY 2023-24				FY 2024-25					
Q3		Q4		Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May	

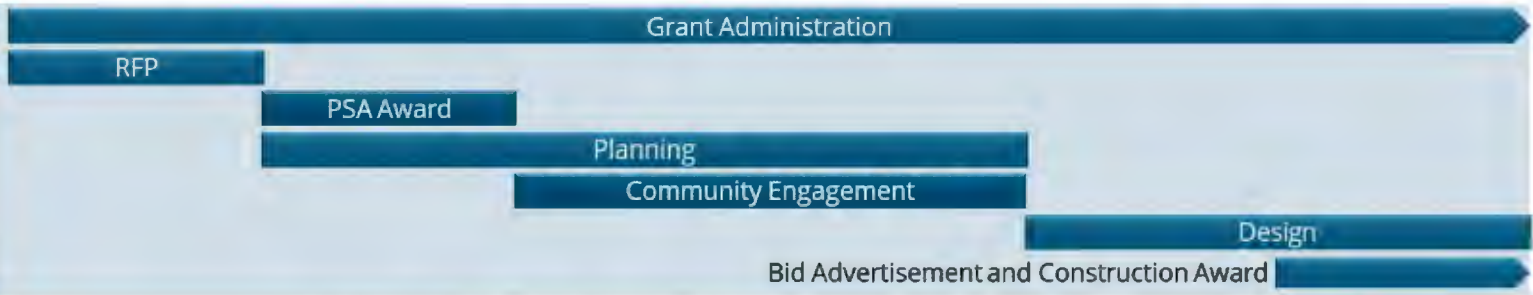


Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>12. Downtown Library Modernization Project</b>											
	Grant Administration	Submit grant compliance documents for Building Forward and State Targeted grants funding.	LR	PW	Q3 FY 2022-23	Q3 FY 2025-26	In Process	Building Forward Grant, State Targeted Grant, and Memorial Funds	-	B: Bullet #3	Y
	Planning	Develop conceptual design and prepare design development documents, including rough order of magnitude costs, to support selection of improvements for final project scope.	PW	LR	Q3 FY 2022-23	Q3 FY 2023-24	Complete		-		
	Design	Develop construction documents and obtain environmental clearance.	PW	LR	Q4 FY 2023-24	Q4 FY 2023-24	In Process		-		
	Bid Advertisement and Construction Award	Solicit for construction bids and award of construction contract.	PW	LR	Q1 FY 2024-25	Q1 FY 2024-25	Upcoming		Design team and staff will evaluate various project delivery methods in support of successful project completion.		
	Construction	Obtain construction-related permits and construct project.	PW	LR	Q1 FY 2024-25	Q3 FY 2024-25	Upcoming		Bid results could impact scope and timing. Discovery of unforeseen building conditions can impact project costs and timeline. Temporary site is in the process of being to continue providing library services during construction.		



FY 2023-24			FY 2024-25					
Q3		Q4	Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May

### 13. Pickleweed Branch Library Redesign Project



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>13. Pickleweed Branch Library Redesign Project</b>											
	Grant Administration	Submit grant compliance documents for Building Forward and State Targeted grants funding.	LR	PW	Q2 FY 2023-24	Q3 FY 2025-26	In Process	-	-		
	RFP	Develop and advertise Request for Proposal (RFP).	LR	PW	Q2 FY 2023-24	Q3 FY 2023-24	Complete	Building Forward Grant and Memorial Funds	-	B: Bullet #3	Y
	PSA Award	Recommend consultant team and award of professional services agreement by City Council.	LR	PW	Q4 FY 2023-24	Q4 FY 2023-24	Complete		-		
	Planning	Develop conceptual design and prepare design development documents, including rough order of magnitude costs, to support selection of improvements for final project scope.	PW	LR	Q4 FY 2023-24	Q2 FY 2024-25	Upcoming		Staff capacity constraints.		
	Community Engagement	Develop and implement plan for soliciting community feedback on facility improvement and upgrade options.	LR	PW	Q1 FY 2024-25	Q2 FY 2024-25	Upcoming		-		
	Design	Develop construction documents and obtain environmental clearance.	PW	LR	Q3 FY 2024-25	Q4 FY 2024-25	Upcoming		-		
	Bid Advertisement and Construction Award	Solicit for construction bids and award of construction contract by City Council.	PW	LR	Q4 FY 2024-25	Q1 FY 2025-26	Upcoming		-		
	Construction	Obtain construction-related permits and construct project.	PW	LR	Q1 FY 2025-26	Q3 FY 2025-26	Upcoming		Bid results could impact scope and timing.		



FY 2023-24				FY 2024-25						
Q3		Q4		Q1		Q2		Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May		

### 14. Albert Park Fence Installation Project

Design										
Construction Award										
		Construction								

Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>14. Albert Park Fence Installation Project</b>											
	Design	Revise construction documents based on site assessment and obtain environmental clearance.	PW	LR	Q2 FY 2023-24	Q3 FY 2023-24	Complete	Measure A	Project scope was modified a few times because bid results exceeded project budget, repeatedly. Installation of taller fencing along the third base line was identified as a top priority in the CPRMP and remained part of the project scope.	N	Y
	Construction Award	Solicit for construction bids and award of construction contract by City Manager.	PW	LR	Q3 FY 2023-24	Q3 FY 2023-24	Complete		-		
	Construction	Obtain construction-related permits and construct project.	PW	LR	Q4 FY 2023-24	Q4 FY 2023-24	Complete		-		



FY 2023-24				FY 2024-25						
Q3		Q4		Q1		Q2		Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May		



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>15. Peacock Gap Park Playground Improvement Project</b>											
	Planning/Design	Develop conceptual plans and construction documents and obtain environmental clearance.	PW	LR	Q3 FY 2023-24	Q1 FY 2024-25	In Process	Measure A	-	B: Bullet #4	Y
	Community Engagement	Facilitate pop-up event and conduct survey to solicit community feedback on design options and present design to Parks and Recreation Commission.	LR	PW	Q2 FY 2024-25	Q2 FY 2024-25	Upcoming		-		
	Bid Advertisement and Construction Award	Solicit for construction bids and award of construction contract by City Council.	PW	LR	Q3 FY 2024-25	Q3 FY 2024-25	Upcoming		-		
	Construction	Obtain construction-related permits and construct project.	PW	LR	Q4 FY 2024-25	Q1 FY 2025-26	Upcoming		Bid results; construction material lead time and weather conditions.		





FY 2023-24				FY 2024-25					
Q3		Q4		Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May	

**16. Pickleweed Park Enhancement & Field Renovation Project**

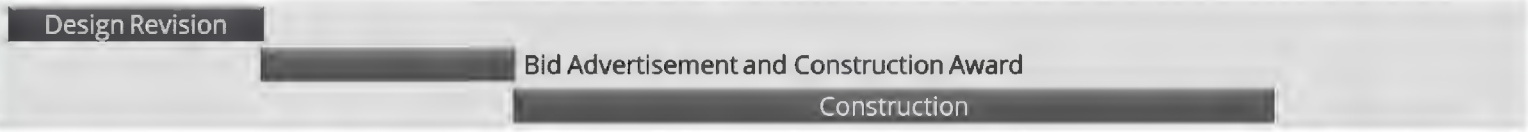


Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>16. Pickleweed Park Enhancement &amp; Field Renovation Project</b>											
	Grant Administration	Submit grant compliance documents to secure and maintain Land and Water Conservation Fund (LWCF) funding and request for project cost reimbursements.	LR	PW	Q2 FY 2023-24	Q3 FY 2025-26	In Process	LWCF National Parks Grant, General Fund	Planning, grant applications, and community outreach meetings/events were completed prior to Q3 FY 2023-24.	B: bullet #2	Y
	Design/Permitting	Prepare construction documents and obtain necessary environmental permits.	PW	LR	Q2 FY 2022-23	Q4 FY 2023-24	In Process		-		
	Bid Advertisement and Construction Award	Solicit for construction bids and award of construction contract by City Council.	PW	LR	Q1 FY 2024-25	Q1 FY 2024-25	Upcoming		-		
	Construction	Obtain construction-related permits and construct project.	PW	LR	Q2 FY 2024-25	Q3 FY 2025-26	Upcoming		Secure additional funding; bids results could impact scope and timing; weather conditions and environmental permit requirements; need to share space with other construction projects in the area.		



FY 2023-24					FY 2024-25								
Q3		Q4			Q1		Q2			Q3		Q4	
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May					

**17. B St Culvert Replacement Project**



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>17. B St Culvert Replacement Project</b>											
	Design Revision	Revise construction documents based on feedback from San Rafael Sanitation District.	PW	-	Q3 FY 2023-24	Q3 FY 2023-24	Complete	Fund 206	Project timeline was impacted by weather conditions and utility coordination; therefore, project had to be readvertised for construction bids.	N	Y
	Bid Advertisement and Construction Award	Solicit for construction bids and award of construction contract by City Council.	PW	-	Q4 FY 2023-24	Q4 FY 2023-24	Complete		-		
	Construction	Obtain construction-related permits and construct project.	PW	-	Q1 FY 2024-25	Q3 FY 2024-25	Upcoming		Consider construction inspector to assist with staff capacity.		



FY 2023-24			FY 2024-25					
Q3		Q4	Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May

**18. FY24-25 Corrugated Metal Pipe Replacement Project**



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>18. FY24-25 Corrugated Metal Pipe Replacement Project</b>											
	Planning	Identify and prioritize pipe segments for replacement based on ongoing operation and maintenance records.	PW	-	Q4 FY 2023-24	Q1 FY 2024-25	Upcoming	Fund 205, Fund 206	Staff capacity and funding.	N	Y
	Design	Develop construction documents and obtain environmental clearance.	PW	-	Q1 FY 2024-25	Q2 FY 2024-25	Upcoming		-		
	Construction Award	Solicit for construction bids and award of construction contract by City Manager.	PW	-	Q2 FY 2024-25	Q2 FY 2024-25	Upcoming		-		
	Construction	Obtain construction-related permits and construct project.	PW	-	Q2 FY 2024-25	Q4 FY 2024-25	Upcoming		Bid results; construction material lead time and weather conditions.		

FY 2023-24			FY 2024-25					
Q3		Q4	Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May

**19. San Quentin Pump Station Reconstruction Project**



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>19. San Quentin Pump Station Reconstruction Project</b>											
	Construction	Obtain construction-related permits and construct project.	PW	-	Q4 FY 2022-23	Q3 FY 2023-24	Complete	ARPA	-	N	Y
	Construction Resumption	Resume construction and complete project.	PW	-	Q1 FY 2024-25	Q1 FY 2025-26	Upcoming		Construction material lead time and weather conditions.		

FY 2023-24					FY 2024-25								
Q3		Q4			Q1		Q2			Q3		Q4	
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May					

**20. Large Trash Capture Projects - 5 Locations (MCSTOPPP)**

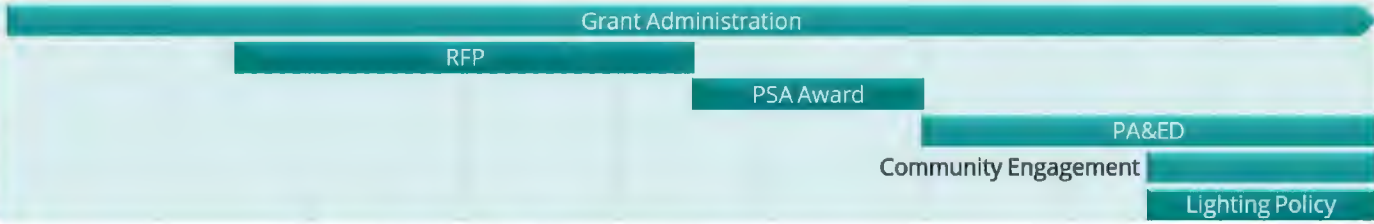


Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>20. Large Trash Capture Projects - 5 Locations (MCSTOPPP)</b>											
	RFP	Develop and advertise Request for Proposal (RFP).	PW	-	Q1 FY 2024-25	Q1 FY 2024-25	Upcoming	EPA WQIF Grant, Caltrans Cooperative Agreement	Device installation requires pump station upgrades leading to project cost going over available grant funding.	N	Y
	PSA Award	Recommend consultant team and award of professional services agreement by City Council.	PW	-	Q2 FY 2024-25	Q2 FY 2024-25	Upcoming		-		
	Design	Develop construction documents and obtain environmental clearance.	PW	-	Q3 FY 2024-25	Q4 FY 2025-26	Upcoming		-		
	Bid Advertisement and Construction Award	Solicit for construction bids and award of construction contract by City Council.	PW	-	Q1 FY 2026-27	Q1 FY 2026-27	Upcoming		-		
	Construction	Obtain construction-related permits and construct project.	PW	-	Q2 FY 2026-27	Q2 FY '2027-28	Upcoming		Bid results; construction material lead time and weather conditions. Funding short falls.		



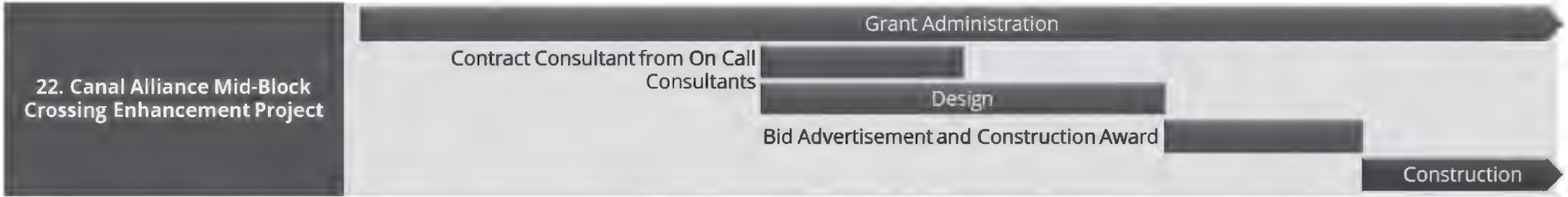
FY 2023-24			FY 2024-25					
Q3		Q4	Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May

**21. Canal Active Transportation Experience Improvements Project**



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>21. Canal Active Transportation Experience Improvements Project</b>											
	Grant Administration	Submit grant compliance documents to secure and maintain Active Transportation Program Cycle 6 (ATP 6) funding and request for project cost reimbursements.	PW	-	Q2 FY 2023-24	Q4 FY 2027-28	In Progress	ATP Grant, Fund 206	-	D: Bullet #2	Y
	RFP	Develop and advertise Request for Proposal (RFP) for Project Approval.	PW	-	Q4 FY 2023-24	Q1 FY 2024-25	In Process		Staff TBD; will hire/manage consultant.		
	PSA Award	Recommend consultant team and award of professional services agreement by City Council.	PW	-	Q2 FY 2024-25	Q2 FY 2024-25	Upcoming		-		
	PA&ED	Conduct preliminary design, environmental scoping and prepare necessary environmental documentation.	PW	-	Q3 FY 2024-25	Q4 FY 2024-25	Upcoming		Construction funding available FY 2026-27.		
	Community Engagement	Introduce and present project conceptual design to community for feedback.	PW	-	Q4 FY 2024-25	Q4 FY 2024-25	Upcoming		Grant application scope of work set. Outreach focused on lighting.		
	Lighting Policy	Review lighting policy and ordinance for lighting along Jean Starkweather pathway.	PW	-	Q4 FY 2024-25	Q4 FY 2024-25	Upcoming		Review with community, Parks & Recreation Commission, and City Council. Parks currently closed sunset to sunrise.		
	Design RFP	Develop and advertise Request for Proposal (RFP) for design phase.	PW	-	Q1 FY 2025-26	Q1 FY 2025-26	In Process		Staff TBD; will hire/manage consultant.		
	Design PSA Award	Recommend consultant team and award of professional services agreement by City Council.	PW	-	Q2 FY 2025-26	Q2 FY 2025-26	Upcoming		-		
	Design	Develop construction documents based on consideration of feedback from conceptual design.	PW	-	Q3 FY 2025-26	Q1 FY 2026-27	Upcoming		Project timeline is dependent on federal funding procedures and may be impacted by necessary utility coordination.		
	Caltrans Field Review, Environmental Studies and Approval	Coordinate with Caltrans to review project scope and agree on project requirements necessary to comply with federal and state laws and regulations. Prepare and submit documentation for compliance with the National Environmental Policy Act (NEPA) and other applicable federal environmentally related laws, and adherence to public hearing process for approval.	PW	-	Q3 FY 2025-26	Q4 FY 2025-26	Upcoming		Project timeline is dependent on federal funding procedures and may be impacted by necessary utility coordination.		
	Caltrans Right-of-Way Certification and Utility Coordination	Coordinate with Caltrans for right-of-way certification, adherence to utility relocation procedures, and prepare and submit documentation necessary to comply with federal and state laws and regulations.	PW	-	Q4 FY 2025-26	Q1 FY 2026-27	Upcoming		Project timeline is dependent on federal funding procedures and may be impacted by necessary utility coordination.		
	Bid Advertisement and Award	Solicit for construction bids and award of construction contract by City Council.	PW	-	Q2 FY 2026-27	Q2 FY 2026-27	Upcoming		-		
	Construction	Obtain construction-related permits and construct project.	PW	-	Q3 FY 2026-27	Q3 FY 2027-28	Upcoming	Project timeline is dependent on federal funding procedures and may be impacted by necessary utility coordination. Construction funding available in fiscal year 2027.			

FY 2023-24			FY 2024-25					
Q3		Q4	Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>22. Canal Alliance Mid-Block Crossing Enhancement Project</b>											
	Grant Administration	Submit grant compliance documents to secure and maintain grant funding and request for project cost reimbursements.	PW	-	Q3 FY 2023-24	Q2 FY 2025-26	In Progress	TDA, TFCA, CDGB, Canal Alliance	City secured: Transportation Development Act (TDA) and Transportation Fund for Clean Air (TFCA) funding. Canal Alliance working on remaining funding shortage. City just recommended CDGB funding for a portion of the project.	N	Y
	Contract Consultant from On Call Consultants	Request proposal and contract directly with architectural consultant from on call/ service level agreement list within City Manager authority.	PW	-	Q1 FY 2024-25	Q1 FY 2024-25	Upcoming		-		
	Design	Develop construction documents based on conception design and obtain environmental clearance.	PW	-	Q1 FY 2024-25	Q2 FY 2024-25	Upcoming		-		
	Bid Advertisement and Construction Award	Solicit for construction bids and award of construction contract by City Council.	PW	-	Q3 FY 2024-25	Q3 FY 2024-25	Upcoming		-		
	Construction	Obtain construction-related permits and construct project.	PW	-	Q4 FY 2024-25	Q1 FY 2025-26	Upcoming		Bid results; construction material lead time. Funding short falls.		



FY 2023-24					FY 2024-25					
Q3		Q4		Q1		Q2		Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May		

**23. Fourth St/Miracle Mile at Second St and West Crescent Dr Project**



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>23. Fourth St/Miracle Mile at Second St and West Crescent Dr Project</b>											
	Grant Administration	Submit grant compliance documents to secure and maintain One Bay Area Grant Cycle 3 (OBAG 3) funding and request for project cost reimbursements.	PW	-	Q2 FY 2023-24	Q1 FY '28	In Progress	MTC Grant, Fund 206	-	D: Bullet #1	Y
	Project Approval and Environmental Document (PA&ED)	Conduct preliminary design and prepare necessary environmental documentation.	PW	-	Q1 FY 2023-24	Q3 FY 2024-25	In Progress		-		
	Design	Prepare construction documents based on consideration of feedback from conceptual design options and obtain environmental clearance.	PW	-	Q1 FY 2023-24	Q2 FY 2025-26	In Progress		Coordination with utility companies, especially for relocation of cabinets and undergrounding of overhead lines, can heavily influence project timeline. Adherence to OBAG 3 federal funding procedures, e.g. Caltrans field review, will lengthen project timeline.		
	Caltrans Field Review, Environmental Studies and Approval	Coordinate with Caltrans to review project scope and agree on project requirements necessary to comply with federal and state laws and regulations. Prepare and submit documentation for compliance with the National Environmental Policy Act (NEPA) and other applicable federal environmentally related laws, and adherence to public hearing process for approval.	PW	-	Q3 FY 2023-24	Q4 FY 2024-25			Project timeline is dependent on federal funding procedures and may be impacted by necessary utility coordination.		
	Community Engagement	Develop and implement plan for obtaining feedback on downtown gateway design.	PW	-	Q3 FY 2024-25	Q3 FY 2024-25	Upcoming		-		
	Caltrans Right-of-Way Certification and Utility Coordination	Coordinate with Caltrans for right-of-way certification, adherence to utility relocation procedures, and prepare and submit documentation necessary to comply with federal and state laws and regulations.	PW	-	Q1 FY 2025-26	Q2 FY 2025-26			Project timeline is dependent on federal funding procedures and may be impacted by necessary utility coordination.		
	Bid Advertisement and Award	Solicit for construction bids and award of construction contract by City Council.	PW	-	Q2 FY 2025-26	Q3 FY 2025-26	Upcoming		-		
	Construction	Obtain construction-related permits and construct project.	PW	-	Q4 FY 2025-26	Q4 FY 2026-27	Upcoming		Coordination with utility companies, especially for relocation of cabinets and undergrounding of overhead lines, can heavily influence project timeline.		

FY 2023-24					FY 2024-25					
Q3		Q4			Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May		

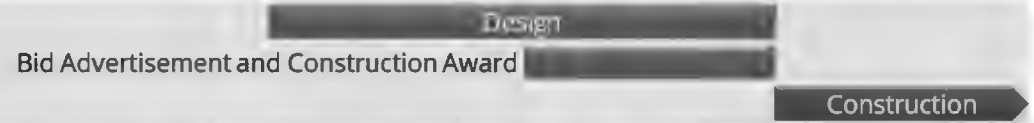
### 24. FY24-25 City-Led Sidewalk Repair Project



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>24. FY24-25 City-Led Sidewalk Repair Project</b>											
	Design	Prepare construction documents and obtain environmental clearance.	PW	-	Q2 FY 2024-25	Q3 FY 2024-25	Upcoming	Fund 206	Staff capacity.	N	Y
	Construction Award	Solicit for construction bids and award of construction contract by City Manager.	PW	-	Q4 FY 2024-25	Q4 FY 2024-25	Upcoming		-		
	Construction	Obtain construction-related permits and construct project.	PW	-	Q4 FY 2024-25	Q1 FY 2025-26	Upcoming		-		

FY 2023-24					FY 2024-25					
Q3		Q4			Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May		

### 25. FY24-25 Pavement Maintenance Project

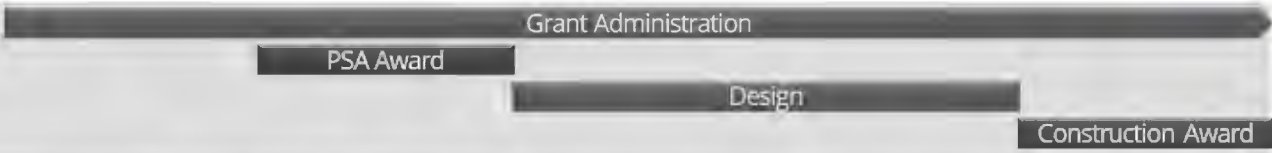


Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>25. FY24-25 Pavement Maintenance Project</b>											
	Design	Prepare construction documents and obtain environmental clearance.	PW	-	Q2 FY 2024-25	Q3 FY 2024-25	Upcoming	Fund 206/ RMRA	Staff capacity.	N	Y
	Bid Advertisement and Construction Award	Solicit for construction bids and award of construction contract by City Council.	PW	-	Q3 FY 2024-25	Q3 FY 2024-25	Upcoming		-		
	Construction	Obtain construction-related permits and construct project.	PW	-	Q4 FY 2024-25	Q2 FY 2025-26	Upcoming		Bid results; weather.		



FY 2023-24			FY 2024-25					
Q3		Q4	Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May

**26. Lincoln Ave Safety Improvement Project**



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>26. Lincoln Ave Safety Improvement Project</b>											
	Grant Administration	Submit grant compliance documents to secure and maintain Highway Safety Improvement Program (HSIP) funding and request for project cost reimbursements.	PW	-	Q4 FY 2023-24	Q4 FY 2025-26	In Progress	HSIP Funds and Gas Tax Funds #206	-	N	Y
	PSA Award	Solicit proposals for professional design services and recommend consultant team for award of professional services agreement by City Manager.	PW	-	Q1 FY 2024-25	Q1 FY 2024-25	Upcoming		-		
	Design	Prepare construction documents and obtain environmental clearance.	PW	-	Q2 FY 2024-25	Q3 FY 2024-25	Upcoming		Staff capacity.		
	Construction Award	Solicit for construction bids and award of construction contract by City Manager.	PW	-	Q4 FY 2024-25	Q4 FY 2024-25	Upcoming		-		
	Construction	Obtain construction-related permits and construct project.	PW	-	Q1 FY 2025-26	Q3 FY 2025-26	Upcoming		Bid results.		



FY 2023-24				FY 2024-25					
Q3		Q4		Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May	

## 27. San Rafael Canal Crossing Project

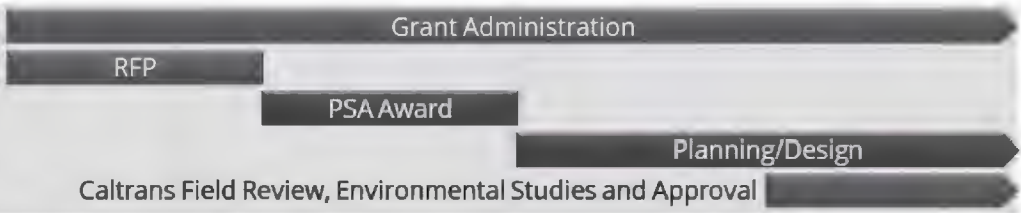
Feasibility Study RFP

Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal	CIP Y/N
<b>27. San Rafael Canal Crossing Project</b>											
	Feasibility Study RFP	Develop and advertise Request for Proposal (RFP) to conduct feasibility study.	PW	-	Q3 FY 2024-25	Q4 FY 2024-25	Upcoming	ATP Grant	Starting in April '25; staff constraints	D: Bullet #2	Y
	PSA Award	Recommend consultant team and award of professional services agreement by City Council.	PW	-	Q1 FY 2025-26	Q1 FY 2025-26	Upcoming		-		
	Feasibility Study	Develop plan for community engagement, conduct feasibility study and prepare draft report with recommendations, including rough order of magnitude costs and funding opportunities.	PW	-	Q2 FY 2025-26	Q1 FY 2027-28	Upcoming		Timeline estimated; Council to receive outreach/presentations; task will expand in FY 2024-25.		
	Community Engagement	Introduce project feasibility study to the community for feedback.	PW	-	Q3 FY 2025-26	Q3 FY 2025-26	Upcoming		-		
	Community Engagement	Provide update on feasibility study and draft recommendations to the community for feedback.	PW	-	Q1 FY 2027-28	Q1 FY 2027-28	Upcoming		-		
	Final Feasibility Study	Finalize feasibility study report based on consideration of feedback.	PW	-	Q2 FY 2027-28	Q2 FY 2027-28	Upcoming		-		



FY 2023-24			FY 2024-25					
Q3		Q4	Q1		Q2	Q3		Q4
Jan	Mar	May	Jul	Sep	Nov	Jan	Mar	May

**28. South Merryvale Rd - Civic Center Connector Pathway Project**



Objective	Milestone or Activity	Description	Primary Department	Supporting Department	Start Date	Target Completion	Status	Funding	Barriers & Comments	Goal
<b>28. South Merryvale Rd - Civic Center Connector Pathway Project</b>										
	Grant Administration	Submit grant compliance documents to secure and maintain Reconnecting Communities and Neighborhoods (RCN) Grant Program funding and request for project cost reimbursements.	PW		Q1 FY 2024-25	Q1 FY 2027-28	Upcoming	RCN grant and Fund 206 (Measure B)	-	N
	RFP	Develop and advertise Request for Proposal (RFP).	PW	-	Q1 FY 2024-25	Q1 FY 2024-25	Upcoming		-	
	PSA Award	Recommend consultant team and award of professional services agreement by City Council.	PW	-	Q2 FY 2024-25	Q2 FY 2024-25	Upcoming		-	
	Planning/Design	Develop conceptual plans and construction documents and obtain environmental clearance.	PW	-	Q3 FY 2024-25	Q3 FY 2025-26	Upcoming		-	
	Caltrans Field Review, Environmental Studies and Approval	Coordinate with Caltrans to review project scope and agree on project requirements necessary to comply with federal and state laws and regulations. Prepare and submit documentation for compliance with the National Environmental Policy Act (NEPA) and other applicable federal environmentally related laws, and adherence to public hearing process for approval.	PW	-	Q4 FY 2024-25	Q2 FY 2025-26	Upcoming		Project timeline is dependent on federal funding procedures and may be impacted by necessary utility coordination.	
	Community Engagement	Introduce and present conceptual plans to Bicycle and Pedestrian Advisory Committee (BPAC) and the community for feedback.	PW	-	Q1 FY 2025-26	Q1 FY 2025-26	Upcoming		-	
	Caltrans Right-of-Way Certification and Utility Coordination	Coordinate with Caltrans for right-of-way certification, adherence to utility relocation procedures, and prepare and submit documentation necessary to comply with federal and state laws and regulations.	PW	-	Q2 FY 2025-26	Q3 FY 2025-26	Upcoming		Project timeline is dependent on federal funding procedures and may be impacted by necessary utility coordination.	
	Bid Advertisement & Construction Award	Solicit for construction bids and award of construction contract by City Council.	PW	-	Q4 FY 2025-26	Q4 FY 2025-26	Upcoming		-	
	Construction	Obtain construction-related permits and construct project.	PW	-	Q1 FY 2026-27	Q4 FY 2026-27	Upcoming	Bid results.		



# APPENDIX: CORE SERVICES AND ANNUAL PROGRAMS

# ANNUAL PROGRAMS

Citywide Bicycle and Pedestrian Plan Support Program

City-Led Sidewalk Repair Program (Non-Reimbursable)

Corrugated Metal Pipe Replacement Program

Facilities Maintenance Program

Fleet Management Program

Grants Procurement Program

Minor Street Repairs & Maintenance Program

Park and Landscape Maintenance Program

Pavement Maintenance Program

Permit and Technical Assistance Program

Public Hillside Monitoring and Maintenance Program

Regional Partnership and Project Assistance Program

Road Safety Implementation Program

Sidewalk Repair Program (Resident Reimbursement)

Stormwater System Maintenance Program

Traffic Signal and Street Lighting Program



# PUBLIC WORKS ADMINISTRATION DIVISION

**Resident Communications and Support:** Phone calls, walk-ins, email, and web updates

- SeeClickFix - Support entire department with initial review & routing (*Avg. over 300 requests per month*)

**Contracts:** Piloting process improvements for City adoption

- Largest driver of contracts across entire City (*executed nearly 100 contracts just in the past 6 months*)

**Purchasing/Invoices:**

- Avg over 130 invoices every 2-week invoice cycle

**Budget:** Provide reporting support across all 8 divisions, including over 15 different funds

**HR:** Process personnel actions and timesheets for all 55 employees

**Street Trees Ordinance**

**Dredging**

**Related Goals & Objectives:**

- Asset Inventory & Strategic Management Plan (Work Plan)
- Green Fleet- Fleet Management



# FACILITIES MAINTENANCE PROGRAM

## Facilities Maintenance Team Maintains:

- 1 Supervisor & 2 Maintenance Workers
- 42 City Buildings & Facilities:
  - Public Safety Center and 5 Fire Stations
  - City Hall, Community Centers & Libraries, Falkirk, Public Works Corp Yard
  - 7 Childcare Centers
  - 22 Park restrooms
  - 12 Pump Stations

## Goal D (Listed in Workplan):

- Citywide Building & Facilities Plan
- Green Fleet Infrastructure



# FLEET MANAGEMENT PROGRAM

## Garage Maintenance Team Maintains:

- 1 Supervisor & 2 Maintenance Workers
- 300+ City Vehicles and pieces of equipment
- 1,004 work orders closed this fiscal year
- Over \$250,000 worth of oil, filters, and replacement parts this fiscal year
- Approximately 48,800 gallons of gasoline and 18,200 gallons of renewable diesel per year

## Goal D (Public Works & Sustainability):

- Green Fleet: Reduce City's Greenhouse gas emissions by transiting, where feasible, diesel and gasoline-powered vehicles to electric vehicles





# PARKS & LANDSCAPE MAINTENANCE PROGRAM

## Parks Maintenance Team Maintains:

- 25 parks totaling ~106 acres
- 40 miles of roadsides and medians
- Multi-use paths & easements: ~3.5 acres
- Terra Linda Pool maintenance
- Tree maintenance
- Grounds adjacent to city owned facilities (B St, PSC, City hall/Library, DPW Corp yard, Falkirk, Terra Linda, and Pickleweed)
- Assessment Districts: Loch Lomond Marina and CFD #10, Baypoint Lagoons & Point San Pedro Road Medians



## Dept. of Public Works- Park Division

		Staffing Level:	Supervisors: 2	Lead Workers: 2	Maint. Workers: 9	Park Mechanic: 1								
#	Routine Activity	Frequency	2024/2025											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Routine Park Maintenance	Weekly	x	x	x	x	x	x	x	x	x	x	x	x
2	Facility Landscaping	Weekly/As Needed	x	x	x	x	x	x	x	x	x	x	x	x
3	Median Landscaping	Seasonal/As Needed					x	x	x	x	x			
	Minor Improvement Projects	As Needed				x	x	x	x	x	x			
4	Trees Planting and Watering	Seasonal	x											x
5	Roadsides	Seasonal					x	x	x	x	x			
7	Stormwater Catch Basin Inspection and Cleaning	Seasonal										x	x	x
8	Storm Preparation and Response	Seasonal	x	x	x	x	x	x	x	x	x	x	x	x
10	Emergency Response	As Needed	x	x	x	x	x	x	x	x	x	x	x	x

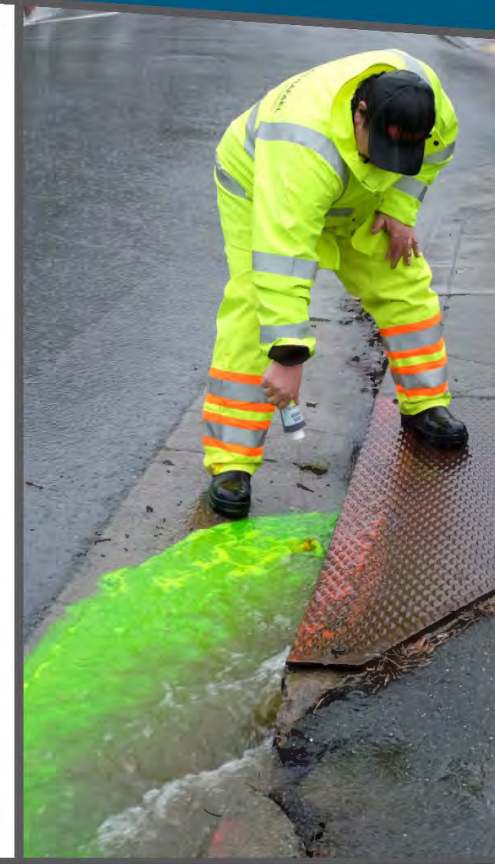
# STREET MAINTENANCE

## Street Maintenance Team Maintains:

- 331 lane miles of roadways
- 150 sidewalks inspected and temporarily repaired
- Over 300 reported potholes filled/repaired
- Over 5,000 stormwater catch basins inspected and cleaned
- 139 miles of storm drain pipes and 84 miles of storm drain channels

## Annual Programs:

- Minor Street Repairs & Maintenance
- Stormwater System Maintenance



## Dept. of Public Works- Street Division

		Staffing Level:	Supervisors: 2	Lead Workers: 2	Maint. Workers: 9	Sweeper Operator: 1									
#	Routine Activity	Frequency	2024/2025												
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
1	Service Request Response	Daily	x	x	x	x	x	x	x	x	x	x	x	x	x
2	Permanent Pavement/Roadway Repairs	Seasonal				x	x	x	x	x	x				
3	Street Sign, Lines, and Markings Maintenance	Seasonal				x	x	x	x	x	x				
4	Routine Street Sweeping	Seasonal				x	x	x	x	x	x	x			
5	Stormwater System Vegetation Maintenance	Seasonal					x	x	x	x	x				
6	Stormwater Pump Station Operations and Maintenance	Weekly	x	x	x	x	x	x	x	x	x	x	x	x	x
7	Stormwater Catch Basin Inspection and Cleaning	Seasonal	x	x	x							x	x	x	
8	Storm Preparation and Response	Seasonal	x	x	x							x	x	x	
9	4th St Banner Service	Seasonal				x	x	x	x	x	x	x	x		
10	Emergency Response	As Needed	x	x	x	x	x	x	x	x	x	x	x	x	x

# PERMIT & TECHNICAL ASSISTANCE PROGRAM

## Land Development/Permitting Team:

- Maintains 3 Engineers & 1 Inspector
- Conducts inspections in the public right-of-way
  - ~3,750 inspections annually
- Performs development project reviews
- Performs mapping & other survey-related reviews
- Reviews and/or processes permits
  - 1100+ permits annually
- Supports open counter hours



# REGIONAL PARTNERSHIP & PROJECT ASSISTANCE PROGRAM

Coordinate and participate in the decision-making process with other agencies on initiatives and projects, such as:

- 101-580 Multimodal and Local Access Improvement
- Bikeshare
- Tiscornia Marsh Restoration
- Safe Routes to School
- San Rafael Transit Center Relocation
- Vision Zero Action Plan

**All Public Works Teams Support**



# ROUTINE DUTIES BY ENGINEERING + HOURLY BREAKDOWN

Internal coordination meetings

SeeClickFix/Resident response

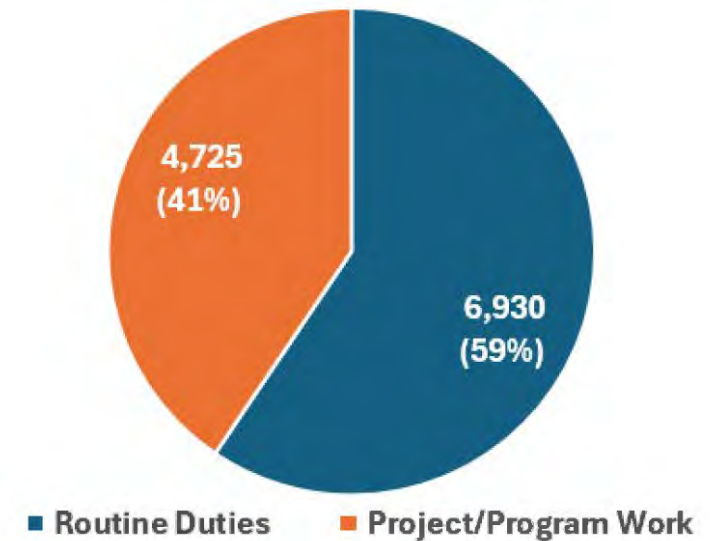
- Site visits, document review, coordination with operations, etc.

Email response (residents, internal staff, outside partners, etc.)

Claims

Public Records Requests

Typical Working Hours in a Year  
Assuming 7 Engineers: 11,655





# INFRASTRUCTURE AND TRANSPORTATION WORK PLAN

FY 2023 - 2025