



**SAN RAFAEL CITY COUNCIL AGENDA REPORT**

Department: Finance

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

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**TOPIC: FINAL CITYWIDE PROPOSED BUDGET FOR FISCAL YEAR 2023-24, CAPITAL IMPROVEMENT PROGRAM, MEASURE A WORK PLAN, AND LEGAL SPENDING LIMIT**

- SUBJECT:**
- 1. RESOLUTION APPROVING THE CITYWIDE BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2023-24; PROVIDING FOR THE APPROPRIATIONS AND EXPENDITURE OF ALL SUMS SET FORTH IN THE BUDGET IN THE AMOUNT OF \$171,699,035**
  - 2. RESOLUTION APPROVING THE MEASURE A WORK PLAN FOR PROPOSED EXPENDITURE OF MEASURE A FUNDS FOR FY 2023-24**
  - 3. RESOLUTION APPROVING FISCAL YEAR 2023-24 GANN APPROPRIATIONS LIMIT AT \$179,385,992**
  - 4. RESOLUTION AMENDING RESOLUTION 14956 ESTABLISHING THE COMPENSATION FOR THE ELECTED CITY CLERK EFFECTIVE JULY 1, 2023**

**RECOMMENDATION:**

1. Adopt a resolution approving the Citywide Budget and Capital Improvement Program for the Fiscal Year 2023-24, providing for the appropriations and expenditure of all sums set forth in the budget in the amount of \$171,699,035.
2. Adopt a resolution approving the Measure A Work Plan for Fiscal Year 2023-24.
3. Adopt a resolution approving the Fiscal Year 2023-24 Gann Appropriations Limit.

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FOR CITY CLERK ONLY

Council Meeting: June 5, 2023

Disposition: Resolutions 15221 x 15222 x 15223 x 15224

4. Adopt a resolution Amending Resolution No. 14956 establishing the Compensation for the elected City Clerk effective July 1, 2023.

**SUMMARY:**

This report presents the final proposed citywide budget for Fiscal Year (FY) 2023-24, beginning July 1, 2023, and ending June 30, 2024. This item is the culmination of a collaborative budget process that included considerable cross-departmental deliberations and discussions of the assumptions underlying the proposed budget. The process included a City Council study session on [May 8, 2023](#) to discuss the draft Goals and Objectives for FY 2023-24 and FY 2024-25. The Council members made recommendations to staff across various components of the report. At the [May 15, 2023](#) City Council meeting, the City Council accepted the updated Goals and Objectives report presented by staff.

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

For the FY 2023-24 budget, ongoing General Fund operational expenditures are supported by current period revenues. The spending plans of all other funds are supported by projected revenues and accumulated resources in their respective funds. Proposed appropriations citywide total \$171,699,035 and are within the legal spending limit.

This report includes the three-year Capital Improvement Program (CIP) for FY 2023-24 through FY 2025-26 and Measure A Work Plan for approval. The CIP is formalized in a full, detailed report and incorporated into the proposed citywide budget for FY 2023-24.

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

**ANALYSIS:**

**UPDATE ON CURRENT BUDGET/FISCAL YEAR 2022-23**

General Fund

*Revenues:* The original FY 2022-23 budget, adopted on [June 21, 2022](#), projected \$95,870,730 in revenues. The City worked with two revenue consulting companies (HdL and Baker Tilly, formerly Management Partners) to project FY 2022-23 revenues. In spite of complex economic conditions and rising interest rates, revenues have outpaced projections. The mid-year budget review (updated budget) presented on [February 6, 2023](#), estimated an increase in revenues of \$1,500,000 for a projected balance of \$97,370,730 based on higher than anticipated sales and use tax receipts. Current revenues are projected to be \$97,684,030, which is \$313,300, or 0.3 percent above the updated budget, based on activity through April, which is the most up-to-date information available. While sales and use tax



increases did not materialize at the previously projected levels, property tax distributions and transient occupancy taxes outpaced projections and are expected to result in higher than projected total General Fund revenues.

*Expenditures:* As part of the approved FY 2022-23 budget, expenses were projected to be \$95,250,644. During the fiscal year, additional appropriations were approved by the Council totaling \$2,125,059 for support of additional capital projects and to ensure adequate funding for public safety overtime costs. Like many local government agencies, the City has experienced challenges with recruitment and retention since the COVID-19 pandemic. As a result, staff are projecting one-time salary savings of approximately \$4 to 5 million for FY 2022-23. The City also continues to experience and projects continued increases in workers’ compensation and liability costs, continuing the trend of declining total claims with rising severity on a per claim basis. As a result, staff have identified the need to transfer approximately \$3 million to the Liability and Workers’ Compensation Funds and approximately \$2 million to support immediate critical infrastructure needs. Staff plan to formally request the aforementioned adjustments be made to the FY 2022-23 budget along with other adjustments, if necessary, in Fall 2023 when the year-end update is presented to the City Council.

*Operating results:* The projected increase to General Fund revenues of \$313,300 and the transfers to internal service funds and core infrastructure projects change the estimated positive net result of \$1,765,099 to \$1,078,399 for FY 2022-23. With the replenishment of the Emergency Reserve Fund in the amount of \$322,570 (to maintain the 10 percent reserve level per City Council policy), net unassigned funds are forecasted to be \$755,829 at year-end. See Table 1 for additional details.

**Table 1: FY 2022-23 General Fund Estimated Overview**

General Fund	Adopted Budget FY 2022-23	Approved Changes	Current Budget	Projected Changes	Estimated Budget
<b>Revenues</b>	95,870,730	1,500,000	97,370,730	313,300	97,684,030
Transfers in	1,770,072		1,770,072	-	1,770,072
<b>Total Resources</b>	<b>97,640,802</b>	<b>1,500,000</b>	<b>99,140,802</b>	<b>313,300</b>	<b>99,454,102</b>
<b>Expenditures</b>	91,943,644	1,475,859	93,419,503	(4,000,000)	89,419,503
Operating Transfer out	3,307,000	649,200	3,956,200	-	3,956,200
Project Transfer out		-	-	5,000,000	5,000,000
<b>Total Appropriations</b>	<b>95,250,644</b>	<b>2,125,059</b>	<b>97,375,703</b>	<b>1,000,000</b>	<b>98,375,703</b>
<b>Net Result</b>	<b>2,390,158</b>	<b>(625,059)</b>	<b>1,765,099</b>	<b>(686,700)</b>	<b>1,078,399</b>
<b>Allocations</b>					
Use/(Source) of Emergency Reserves	(165,454)	(157,116)	(322,570)	-	(322,570)
Use of Prior Period funds	-	-	-	-	-
Unassigned Funds Available	<b>2,224,704</b>	<b>(782,175)</b>	<b>1,442,529</b>	<b>(686,700)</b>	<b>755,829</b>

Other Funds

The evaluation of other funds will continue with the year-end close. Any required adjustments will be presented to the City Council as part of the year-end update, presented in September 2023.

**GOALS AND OBJECTIVES**

The City Council regularly establishes a set of goals, objectives, and key implementation tasks (Goals and Objectives) that guide decision-making. The City created four Policy Focus Areas to highlight

overarching policy priorities while retaining five City Service Areas to highlight operational efforts that are of particular focus. The four Policy Focus areas and five City Service Areas are listed below:

**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.

**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.

Each Policy Focus and City Service Area has a set of objectives which provide a basis for making resource allocation decisions during the budget process and serve as a focal point for assessing and coordinating the City’s short- and long-term strategic planning. The resources required to perform each objective and task are summarized in the time and intensity graphic within the Goals and Objectives staff report presented to the City Council on [May 15, 2023](#).

**PROPOSED FISCAL YEAR 2023-24 CITYWIDE BUDGET**

**HIGHLIGHTS**

- ❖ **Citywide Budget:** The total proposed FY 2023-24 expenditure budget for the City is \$171,699,035 (Attachment 2, Exhibit I). This sum reflects all funds and operations for the City, including active capital projects. The Capital Improvement Program has planned expenditures for which staff reports will be submitted for approval of major projects and their associated funding source. Appropriations are supported by FY 2023-24 revenue and other sources projected at 145,551,239, as well as by fund balances retained from previous periods for capital projects.
- ❖ **General Fund Budget:** The proposed General Fund expenditure budget comprises \$100,041,140 for operations, an increase of approximately \$2.7 million over the prior year’s projected budget, supported by revenues, transfers in, and available fund balance.
- ❖ **State Budget Impacts:** On May 12, 2023, Governor Gavin Newsom released the May Revision to the FY 2023-24 state budget, totaling approximately \$306.5 billion in spending. The May Revision projects a \$31.5 billion deficit, contrasting against a projected \$97 billion surplus during



the May Revision of the FY 2022-23 budget. The revision assumes continued but slowing economic growth and does not include withdrawals from the state's reserve funds.

While the Governor's proposal does not include major cuts in existing appropriations to cities, the revised budget does not include significant funding for core initiatives like housing and homelessness. As a result, staff expect less funding support from the state during the next fiscal year than in the prior two fiscal years. Due to the postponement of the 2022 tax filing deadline to October, staff expect further revisions to the state budget in the coming months. City staff will seek opportunities to pursue additional assistance and available funding.

- ❖ **American Rescue Plan Act:** On March 11, 2021, President Biden signed into law the American Rescue Plan Act (ARPA). The ARPA provided \$65.1 billion in direct aid to every city, town, and village across the country to help stabilize communities. The City of San Rafael received a total of \$16,088,886, all of which met the eligibility requirements under the revenue loss provision. The funds were designated to support the City's policy focus areas of Economic Recovery, Housing & Homelessness, Racial Equity and Sustainability, Climate Change & Disasters as well as infrastructure projects. As of May 2023, the City has utilized or encumbered approximately \$10.4 million (65 percent) of these monies for support of housing and homelessness programs, racial equity initiatives, economic development, the Pickleweed Park renovation, and the San Quentin Pump Station. Staff will continue to identify opportunities for utilizing the remaining funds for the City Council's consideration.

### 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 and management, and cultural programs). The General Fund operating-related appropriations for FY 2023-24 total approximately \$100 million. These appropriations comprise \$96.7 million of operating expenditures, \$2.2 million of transfers to community services in support of the Recreation Fund, and \$1.1 million to the building maintenance and workers compensation internal service funds.

The appropriations are supported by \$98.1 million in projected revenues and \$1.8 million of transfers from other funds. The transfers include a \$650,000 reimbursement from Gas Tax revenues for support of street maintenance salaries; \$680,313 from the Employee Retirement Fund for debt service on the outstanding pension obligation bonds; and \$497,148 from the Parking Services Enterprise Fund for administrative support.

Table 2 summarizes the information provided in Exhibit II and presents the proposed FY 2023-24 budget with a comparison to the projected FY 2022-23 budget. The table presents the year-over-year change in revenues and expenses, as these are key performance metrics.

Revenues available for operations are projected to be \$818,869 higher than those of the FY 2022-23 year, an increase of 0.8 percent. This is mainly due to conservative projected growth in major revenue items such as property tax and transient occupancy tax, and a small projected decrease in sales and use taxes.

Expenditures are projected to increase by \$2.7 million, or 2.7 percent over those of the FY 2022-23 budget. Increases to the FY 2023-24 expense budget include approximately \$1.2 million in personnel expenses related to negotiated pay increases and \$1.2 million in non-personnel expenses related to

inflation and increasing contractual costs. There is also a budgeted increase of \$137,700 in one-time start-up costs and \$130,000 in ongoing annual costs due to the change in the fire dispatch contract, offset by a decrease in transfers to several internal service funds that were deemed fully funded for their intended purposes.

**Table 2: Comparison of FY 2022-23 Projected Year End and FY 2023-24 Budget**

<b>General Fund</b>	<b>Adjusted Budget FY 2022-23</b>	<b>Proposed Budget FY 2023-24</b>	<b>\$ Change from previous year</b>	<b>% Change from previous year</b>
Revenues	\$ 97,370,730	\$ 98,189,599	\$ 818,869	0.8%
Transfers in	1,770,072	1,827,461		
<b>Total Resources</b>	<b>\$ 99,140,802</b>	<b>\$ 100,017,060</b>	<b>\$ 876,258</b>	<b>0.9%</b>
Expenditures	\$ 93,419,503	\$ 96,734,140	\$ 3,314,637	3.5%
Transfers out – operating	3,956,200	3,307,000		
<b>Total Operating Uses</b>	<b>\$ 97,375,703</b>	<b>\$ 100,041,140</b>	<b>\$ 2,665,437</b>	<b>2.7%</b>
<b>Net Results before Allocations</b>	<b>\$ 1,765,099</b>	<b>\$ (24,080)</b>		
<b>(Source) / Use of reserved funds</b>				
Emergency reserve	(322,570)	(266,544)		
Use of prior period funds		290,624		
<b>Total Results</b>	<b>\$ 1,442,529</b>	<b>\$ 0</b>		

**Revenue Trends and Assumptions:**

*Sales and Transaction & Use Tax:*

The economy is in an uncertain period, with high interest rates and high (but declining) inflation coupled with low unemployment and a strong labor market. The economy is cooling from the high inflation and economic activity seen in the immediate post-COVID period, and some economists expect a recession in the next 18 months. Sales and use taxes are projected to remain mostly stable with a small decrease during the fiscal year. Areas of Auto & Transportation are expected to decrease in FY 2023-24 by 3.3 percent due to supply chain disruptions and high costs to lease vehicles, while Building and Construction areas are projected to stagnate at 0.7 percent. Meanwhile, Restaurants and Hotels are expected to continue their recovery with a 3.6 percent growth estimate for next fiscal year.

With the assistance of HdL Companies, the City’s sales tax consultant, staff are projecting recurring sales tax revenues to decrease from \$26.6 million as currently projected in the FY 2022-23 budget, to \$25.4 million in FY 2023-24, a decrease of approximately 4 percent. Sales taxes account for approximately 25 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 decrease from \$14.7 million in the FY 2022-23 budget, to \$14.5 million in the proposed FY 2023-24 budget, a decrease of 1.4 percent. 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 14 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 4 percent of the City's General Fund revenues. Altogether, sales and use taxes comprise 45 percent of the City's General Fund revenues.

*Property Tax:*

Property taxes are currently projected to increase by 3 percent over projected FY 2022-23 results for a total of \$30.6 million. The increase is primarily due to a minor increase in excess Educational Revenue Augmentation Fund (ERAF) payments and growth of \$800 thousand in the overall property tax roll. Property taxes make up 30 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 2.8 percent when compared to the prior year's budget. This includes a projected decrease in Property Transfer Tax revenues due to slow real estate markets and high interest rates, which are offset by an increase in Transient Occupancy Tax revenues due to the continuing recovery of hotels after the pandemic. These revenues account for 25 percent of the City's General Fund revenues.

***Expenditure Trends and Assumptions:***

The expenditure growth incorporates inflationary increases and increases in personnel costs as the City increases compensation based on collective bargaining contract commitments. General Fund budgeted contributions to the Marin County Employees Retirement Association (MCERA) are projected to increase by \$483,956, or 2.7 percent, compared to the previous year. While the City's overall MCERA rates are decreasing due to continued strong asset gains during the actuary's measurement period, rates for public safety bargaining groups are increasing while non-safety units are decreasing. Due to the City's negotiated pay increases and to the relative balance of safety to non-safety employees in the City, the total impact is a slight increase overall. 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 continuity of programs over the long-term. Staff feel that the fund is adequately supported at this time and are not proposing an additional transfer for FY 2023-24. Pension expenses across all funds represent approximately 13.8 percent of total citywide expenditures, and approximately \$18.4 million, or 18.4 percent, of the \$100 million General Fund budget.

**Capital Spending and Other Funds**

*Capital Improvement Program (CIP):*

The CIP is a multi-year planning tool used to identify and implement the City's capital needs over the upcoming three-year period: FY 2023-24 through FY 2025-26. The CIP document summarizes the City's planned capital and infrastructure improvement projects, including their funding sources, and prioritizes projects after analysis and coordination with other City departments to ensure that all department needs are represented. Project selection and priority is based on recommendations by a working group representing various City departments and existing planning documents to accommodate high priority

needs, which focused on life/safety, maintenance and repair, equity, public and City Council input, and 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:

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

Major projects/studies identified in the FY 2023-24 to FY 2025-26 CIP include:

- Canal Active Transportation Experience Improvements
- Lincoln Avenue Rehabilitation
- Fourth St/Second Street at Miracle Mile Improvements
- Southern Heights at Courtright Retaining Wall
- Storm Drainage Master Plan
- Building Maintenance Master Plan
- Marin Countywide Stormwater Pollution Prevention Program Trash Capture Design Projects
- Pump Station Generators (Portable)
- San Rafael Canal Crossing

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

**Table 3: CIP Funding Sources**

Fund #	Fund Name	Description
205	<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).
206	<b>Gas Tax; Measure AA; Senate Bill 1 Funds</b>	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.



<b>Fund #</b>	<b>Fund Name</b>	<b>Description</b>
<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 care for parks and open spaces. The Department of Library and Recreation prepared the Measure A work plan for FY 2023-24 based on the recommendations provided in the 2023 Citywide Parks and Recreation Master Plan and through consultation with the Parks and Recreation Commission.
<b>246</b>	<b>Traffic Mitigation Fee</b>	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 utilizes Traffic Mitigation Fees for circulation-related projects identified in the General Plan.
<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 some CIP projects are grant-funded, most are not and are paid for through Funds 205 (Stormwater), 206 (Gas Tax), 246 (Traffic Mitigation), and 603 (Building Maintenance). Each of these funds has an operating budget which consists of expenses related to maintenance of infrastructure, equipment purchasing, miscellaneous contractual services, annual programs, and other non-project related work. After deducting the operating budget from the total available funding in Funds 206, 246, and 603, staff include a contingency of 15 percent of the remaining fund balance to provide a buffer for unanticipated expenses which may arise mid-year. The Stormwater Fund (205) does not include a contingency for FY 2023-24 as the estimated revenue for this fund is not sufficient to cover the actual project needs.

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

The project funding tables in the CIP outline projects that would require grant funding to move forward. These are designated by “grant: unsecured” and the local match is listed in the associated fund category. If the City’s effort to obtain grant funding is unsuccessful, the available funding identified as the local match will be reevaluated during the next fiscal year as part of the CIP planning process to determine if the City should continue to seek grant funding for the specific projects or if the funding should be reallocated towards other projects in the same fund category.

Due to the substantial amount of infrastructure needs and changing variables, such as the potential need to provide matching funds for unsecured grants, staff do not currently have sufficient information to project funding for FY 2024-25 (Year 2) and FY 2025-26 (Year 3) in the Gas Tax Fund 206. Only funds that have been previously committed or earmarked have been included in the proposed CIP for FY 2023-24. City staff will re-evaluate the prioritization of projects in Fund 206 during the upcoming fiscal year to prepare for the next CIP update.



As a part of the annual CIP, the Department of Public Works also recaps major projects completed in the prior fiscal year, including but not limited to:

- FY 2021-22 and FY 2022-23 Slurry Seal
- Bungalow and Woodland Resurfacing
- Fire Station 54 & 55 Remodels
- Freitas Parkway Sidewalk Replacement
- Citywide Parks and Recreation Master Plan
- Spinnaker Point Drive Parking Modification
- Sun Valley Park Playground Improvements

Projects currently under construction or underway:

- San Quentin Pump Station Reconstruction
- Third Street Rehabilitation
- Third Street Safety Improvements
- B Street Culvert Replacement

#### *Capital Project Funds*

These funds are dedicated to the tracking and reporting of capital projects. The most significant capital project activity is the Public Safety Essential Facilities program, in which in the last few years projects such as the construction of the new Public Safety Center and Fire Stations 52 and 57 were completed. These projects have been funded from the following sources: (1) direct use of designated Measure E general tax funds; (2) Lease Revenue Bonds, Series 2018, which is being repaid from designated Measure E general tax funds; and (3) allocations from the Paramedic Tax used to fund capital projects.

#### *Special Revenue and Grant Funds*

These funds have restricted uses based on their respective sources. One significant fund in this group is the Emergency Medical Services/Paramedic Fund (EMS). This fund has planned expenditures of \$9.7 million for the upcoming fiscal year, supported by \$8.9 million in revenues of which \$5.3 million, or 59 percent, comes from the Paramedic Tax. The balance of the funding of this activity comes primarily from third-party recovery for emergency medical response and transport services. As of [April 17, 2023](#), tax rates have reached their tax ceiling for all participating areas impacted by the Paramedic Services Special Tax. Revenues are insufficient to cover the long-term operating costs of paramedic services, and staff plan to pursue grant funding and other new revenue sources to improve the fund's performance.

The EMS Fund is projected to retain \$492,373 in unallocated fund balance on June 30, 2024. 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. However, no transfers are expected to take place in FY 2023-24.

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 2023-24, of which the fund will incur \$180,245 in qualifying expenses. Revenues are projected to decrease from the prior year budget 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 prior year savings 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.

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 \$665,000 is being proposed to be expended during the year to fund project initiatives, which would include the following projects:

- \$130,000 to design new play areas at Peacock Gap Park. Construction would follow completion of the design process and would likely occur in FY 2024-25.
- \$150,000 to develop a new Master Plan for the Terra Linda Park and Community Center. This plan was identified through the Park 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.
- \$285,000 to improve the fencing at Albert Park Field.
- \$100,000 to fund the creation of a Trails Existing Condition & Feasibility Study as part of a proposed Open Space and Trails Master Plan.

The proposed expenditures are summarized in the attached Measure A Work Plan for July 1, 2023, through June 30, 2024. These projects are included in the FY 2023-24 Capital Improvement Program and the FY 2023-24 budget.

Measure D, the successor library parcel tax to Measure C, is entering its seventh 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 Recreation and Childcare Funds anticipate spending plans of \$4.5 million and \$3.3 million, respectively. Revenue projections will depend on demand as programs slowly return to levels closer to pre-COVID activity. The Childcare Fund is operating at cost, meaning that revenues equal expenditures, due to both increasing program enrollment and fee increases approved by the City Council, most recently on [December 19, 2022](#).

Measure C, a historic wildfire prevention measure is entering its fourth year. Funding for this activity is provided by a ten-year parcel tax and is managed by the Marin Wildfire Prevention Authority, a Joint Powers Authority. The City of San Rafael is expected to receive \$2 million in revenues to support coordinated wildfire prevention including early detection, warning and alerts; reducing vegetation; ensuring defensible space around homes, neighborhoods and critical infrastructure; and improving disaster evacuation routes/procedures.

Other significant funds in this category include Gas Tax and Storm Water Funds. The spending plans for these funds were developed in conjunction with the Capital Improvement Program. Appropriations for new CIP projects are not included in the budget until they are brought to the City Council for approval at time of commencement.



*Parking Fund*

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

The FY 2023-24 operating budget for this fund is \$5.0 million, inclusive of operating transfers, supported by \$4.6 million in revenues. The Parking Fund continues to endure the negative effects of the pandemic and changes in workforce patterns. In [December 2022](#), the City Council approved increases in some parking citation rates that have positively impacted the department's fiscal sustainability. For FY 2023-24, the Parking Fund is projected to incur a deficit of \$400,000. Staff are in the process of analyzing department operations and identifying ways to change parking operations to improve the sustainability of the Parking Fund. Staff will keep the City Council apprised of any events affecting the performance of this fund throughout the year.

*Internal Service Funds and Capital Replacement Funds*

These funds are used to manage services that are delivered within the organization. For example, computer replacement, employee benefits, workers compensation, general liability, capital replacement, technology replacement and vehicle replacement are funded via internal charges to the funds that utilize these respective services.

*Successor Agency*

Prior to the state-initiated dissolution of the Redevelopment Agency in January 2012, the City Council met as the Redevelopment Agency and approved its annual budget as part of the citywide budget process. Under the current legislation, the Successor Agency is not required to prepare an annual budget. Funding for the Successor Agency follows a different process specified by law: funding must be approved by the Successor Agency's Oversight Board and the California Department of Finance for six-month periods. The economic development-related functions of the former Redevelopment Agency have been fully transferred to the City Manager's Office.

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, 2022, and approved by the MCERA Board in February 2023. This valuation was used to determine the contribution rates for FY 2023-24. The composite rate for the City of San Rafael will be 56.76 percent, a 2.15 percent decrease from the current rate of 58.91 percent. The budgeted pension contribution for FY 2023-24 provides full funding for the required contribution. The rate for public safety employees increased from 67.68 percent to 69.44 percent, an increase of 1.76 percent. The rate for miscellaneous employees decreased from



49.23 percent to 44.37 percent, a decrease of 4.86 percent. The valuation also reported an unfunded actuarial liability of \$108 million for the City, representing a funded ratio of 83.5 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 6.75 percent. The most recent actuarial valuation, as of June 30, 2022, reports \$26 million in plan assets offset by \$48.2 million in actuarially accrued liabilities, leaving an unfunded actuarial liability of \$22.2 million. The City's ADC for FY 2023-24 is \$2.6 million.

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

Under the proposed FY 2023-24 budget, all funds are projected to have a positive fund balance as of July 1, 2023, as well as of June 30, 2024. General Fund Emergency Reserves are projected to increase from \$9.7 million to \$10 million, or 10 percent of General Fund expenditures, maintaining the minimum target emergency reserve levels.

#### **GANN APPROPRIATIONS LIMIT**

The Appropriations Limit for each year is based on the prior year Appropriations Limit, adjusted by factors that incorporate changes in cost of living and population. For FY 2023-24, the City is using a 6.02 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 0.92 percent – representing the change in population for San Rafael, which is higher than Marin County's figure of negative 1.06 percent for the period January 1, 2022 to January 1, 2023 (provided by the State of California Department of Finance).

Attachment 6, Exhibit A establishes the new Appropriations Limit for FY 2023-24, which has been calculated to be \$179,385,992. 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 2023-24 appropriations subject to the Gann Limit are \$102,494,532 (Attachment 6, Exhibit B). Therefore, the portion of the City's budget appropriation that is restricted by the Gann Limit is \$76,891,460 under the legal limit.

#### **STAFFING**

For the current fiscal year, all departments are focused on continuing to find ways to maximize the capacity of our current staff by re-examining the way our teams are currently organized, and by creatively implementing process improvements cross-departmentally. The City's current approved level of staffing

for FY 2022-23 of 424.76 is 4.5 percent below the peak of 445 FTE that was supported in FY 2007-08. The proposed budget for FY 2023-24 includes the same staffing level as the prior year of 424.76.

For FY 2023-24, staff are recommending staffing adjustments (see below) to ensure that staff can serve the community and achieve the City Council's goals and objectives. None of the proposed staffing changes add new headcount for the City of San Rafael. However, since the San Rafael Sanitation District Board approved an additional FTE position in their budget and the City includes SRSD's budget in our financial reporting, the City's FY 2023-24 budget reflects a proposed increase of one FTE to 425.76 to include the increase in SRSD's staffing.

**Proposed Staff Changes:**

- 1) The Community Development Department has experienced significant staff turnover, hiring more than half of their current staff over the past two years. In assessing their staffing needs, and to support succession planning in the Building Division, the department has determined that there is a need for a Deputy Building Official classification as a step between Building Inspector and the highly specialized Chief Building Official classification. This change will provide an internal promotional opportunity.
- 2) The Human Resources Department will experience a staffing change with the departure of the HR Operations Manager later this calendar year. In anticipation of this staffing change and in preparation of upcoming labor negotiations in 2024, the department proposes renaming the classification to Principal Human Resources Analyst. The position will have an increased focus on employee relations, labor relations and negotiations, performance management, and benefits administration.
- 3) The City Clerk's office consists of the Deputy City Clerk and the Elected City Clerk. The Elected City Clerk is a full-time position serving in the same capacity as all Executive Management staff. The current salary for the City Clerk position does not align with other department directors and, in a recent review, Bryce Consulting determined that the salary is significantly below market in relation to comparator agencies. Staff recommends that the City Clerk salary range be aligned with the compensation of the Executive Management group. Additionally, Bryce Consulting recently conducted a review and analysis of the Deputy City Clerk position which included areas such as decision-making responsibility and degree of independence, breadth and difficulty of the assigned function or program responsibility, level of supervision received, and types of contacts and interactions required for this single-position classification. Over the years, the duties and responsibilities for this position have evolved requiring an advanced level. Staff recommends the creation of a Deputy City Clerk I/II series, which will create an internal promotional opportunity. The SEIU bargaining unit has been notified of this intent to create the Deputy City Clerk I/II series and staff will meet all requirements of the Meyers-Milias Brown Act (MMBA) prior to implementing this change.
- 4) In addition, staff recommend that the budget resolution include an administrative cleanup item for the Unrepresented Executive Management and Mid-Management employees. Like the Temporary, Seasonal and Fixed Term employees, these groups of employees also serve in an at-will capacity. This cleanup language does not change the terms and conditions of their employment in any way. This action will simply clarify the current at-will employment status for these positions.



- 5) The San Rafael Sanitation District is currently supported by one full-time Administrative Analyst position, which is responsible for more technical and professional level duties and serves as the Clerk to the Board, and one temp/seasonal Administrative Assistant who performs general administrative work. Municipal Resource Group (MRG) conducted a review of the staffing needs for the division and, in collaboration with the District Manager, determined that having two full-time administrative staff members would provide consistency and the support required to maintain efficient and productive service to the public and staff, as well as ensure phone and over-the-counter coverage for the public and sewer spill calls. The Administrative Assistant classification currently exists within the SEIU bargaining group. The SRSD Board approved the funding for the additional position at their April 21, 2023 Board meeting and City staff recommends increasing the authorized budgeted positions for SRSD by 1.0 FTE.

The history and details for the 425.76 FTE/positions being proposed for FY 2023-24 are presented in Attachment 2, Exhibit III.

**FISCAL IMPACT:** The preliminary fiscal year 2023-24 budget has been prepared for all funds. Funding sources are sufficient to support the preliminary spending plans presented.

**OPTIONS:** The City Council can choose to either:

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

**RECOMMENDATION:** Accept the report and:

1. Adopt a resolution approving the Fiscal Year 2023-24 Operating Budget, providing for the appropriations and expenditure of all sums set forth in the budget in the amount of \$171,699,035.
2. Adopt a resolution approving the Measure A Work Plan for FY 2023-24.
3. Adopt the Resolution Approving Fiscal Year 2023-24 Gann Appropriations Limit.
4. Adopt a resolution Amending Resolution No. 14956 establishing the compensation for the elected City Clerk effective July 1, 2023.

**ATTACHMENTS:**

1. Resolution Approving the Citywide Budget for the Fiscal Year 2023-24 and Providing for the Appropriations and Expenditure of All Sums Set Forth in the Budget, and Exhibits I, II, and III
2. City Council Goals and Objectives for FY 2023-24 and FY 2024-25
3. Capital Improvement Program: FY 2023-24 through 2025-26
4. Resolution Approving the Measure A Work Plan for Proposed Expenditure of Measure A Funds for FY 2023-24
5. Measure A Work Plan for Fiscal Year 2023-24

6. Resolution Approving Fiscal Year 2023-24 Gann Appropriations Limit, and Exhibits A and B
7. Resolution Amending Resolution No. 14956 establishing the Compensation for the elected City Clerk effective July 1, 2023
8. Correspondence



**RESOLUTION NO. 15221**

**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 \$171,699,035**

**WHEREAS**, on June 5, 2023, 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, 2023 – June 30, 2024; 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 2023-2024; and

**WHEREAS**, it is the intention of this Council to carry forward unspent capital projects resources funded in fiscal year 2022-2023 to complete the balance of these projects in the 2023-2024 fiscal year; and

**WHEREAS**, it is the intention of this Council to carry forward unspent operational funds from fiscal year 2022-2023 encumbered through approved, active purchase orders to complete the balance of these purchases in the 2023-2024 fiscal year;

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

1. The City Manager's proposed one-year budget for the City of San Rafael for the fiscal year July 1, 2023 through June 30, 2024, is hereby adopted, with net appropriations of \$171,699,035. General Fund operational uses total \$100,041,140 as presented in Exhibit II attached hereto and incorporated herein. A total of \$2,344,820 is appropriated for General Plan support, \$57,774,613 is appropriated for special revenue and grant activities, \$ 4,391,306 for the parking enterprise, \$2,550,000 for capital projects, and \$24,625,474 for internal service funds and asset replacement as presented in Exhibit I attached hereto and incorporated herein.
2. The sums of money therein set forth are hereby appropriated from the revenues of the City to the departments, functions, programs and funds therein set forth for expenditure during the fiscal year 2023-2024.
3. The Capital Improvement Program and projects presented for implementation in fiscal

year 2023-2024 are hereby approved.

4. The budget recommends maintaining headcount at 425.76 full-time equivalent authorized positions, as presented in Exhibit III, attached hereto and incorporated herein.
5. The Unrepresented Mid-Management and Executive Management positions, covered by Resolutions 14955 and 14954, are at-will and as such serve at the pleasure of the appointing authority and may be removed at any time without cause and without right of appeal.
6. The City of San Rafael will carry forward unspent capital project funds from fiscal year 2022-2023 and reappropriate these funds in fiscal year 2023-2024 to be used solely to pay for the remaining portion of City Council authorized expenditures for street, facility, storm drain, traffic mitigation, park and other long-term capital projects started in the 2022-2023 or prior fiscal years.
7. Transfers are authorized from the General Fund to the San Rafael Essential Facilities capital project from Measure E revenues for the purpose of funding the San Rafael Essential Facilities projects.
8. Funds set aside in the Emergency Medical Services Fund balance for the purpose of funding future capital expenditures necessary to support the facilities used to deliver emergency medical transportation and related paramedic services will be made available to qualifying capital projects.

I, LINDSAY LARA, Clerk of the City of San Rafael, hereby certify that the foregoing resolution was duly and regularly introduced and adopted at a regular meeting of the Council of said City on Monday, the 5<sup>th</sup> day of June 2023, by the following vote, to wit:

AYES: COUNCILMEMBERS: Bushey, Hill, Kertz, Llorens Gulati & Mayor Kate

NOES: COUNCILMEMBERS: None

ABSENT: COUNCILMEMBERS: None



LINDSAY LARA, City Clerk



CITY OF SAN RAFAEL  
CONSOLIDATED FUNDS

FY 2023-24 PROJECTED BUDGET		Est. Actual	Total			Total			June 30, 2024
FUND NAME	June 30, 2023 Balance	Operating and Capital Revenue	Transfers In	Total Resources	Operating and Capital Budget	Transfers to Other Funds	Total Appropriations	Projected Balance	
<b>GENERAL OPERATING FUNDS:</b>									
001	General Fund Available Balance	\$2,224,704	\$98,189,599	\$1,827,461	\$100,017,059	97,834,140	\$2,207,000	\$100,041,140	\$2,200,623
218	General Plan Special Revenue Fund	1,054,748	2,611,969		2,611,969	2,344,820		2,344,820	1,321,897
<b>SPECIAL REVENUE &amp; GRANT FUNDS:</b>									
205	Storm Water Fund	7,890,546	830,000		830,000	8,699,777		8,699,777	20,769
206	Gas Tax	7,388,488	12,896,327		12,896,327	19,140,000	650,000	19,790,000	494,815
207	Development Services	1,285			-			-	1,285
208	Child Care	19,639	3,261,400		3,261,400	3,254,963		3,254,963	26,076
210	Paramedic/EMS	1,235,785	8,949,660		8,949,660	9,693,072		9,693,072	492,373
216	Cannabis	703,541	225,000		225,000	180,245		180,245	748,296
217	State Lands Fund	335,815	39,000		39,000	-		-	374,815
222	Recreation Revolving	196,249	2,141,345	2,207,000	4,348,345	4,523,006		4,523,006	21,588
223	Household Haz. Waste Fund	398,110	-		-	119,103		119,103	279,007
228	Hazardous Materials Fund	55,251	-		-	-		-	55,251
234	Pt. San Pedro A.D. Maintenance Portion	88,713	158,000		158,000	183,186		183,186	63,527
235	Baypoint Lagoons L & L Assessment District	200,692	25,368		25,368	212,700		212,700	13,360
236	Loch Lomond CFD #10	762,873	25,000		25,000	18,855		18,855	769,018
237	Loch Lomond Marina CFD #2	402,244	223,119		223,119	135,030		135,030	490,333
240	Parkland Dedication	-	-		-	-		-	-
241	Measure A Open Space	305,000	549,878		549,878	665,000		665,000	189,878
242	Measure C Wildfire Prevention	902,260	1,956,238		1,956,238	2,449,469		2,449,469	409,029
495	Low and moderate Income Housing Fund	1,145,304	-		-	95,760		95,760	1,049,544
<b>LIBRARY AND FALKIRK:</b>									
214	Library Revolving	1,462,290	1,024,814	1,910,100	2,934,914	4,120,000		4,120,000	277,204
215	Library Special Assessment Fund	998,165	1,167,507		1,167,507	1,628,626		1,628,626	537,046
	Library Fund	2,460,455	2,192,321	1,910,100	4,102,421	5,748,626	-	5,748,626	814,250
<b>PUBLIC SAFETY:</b>									
200	Abandoned Vehicle	21,569	80,000	85,000	165,000	175,720		175,720	10,849
202	Asset Seizure	1,637			-			-	1,637
204	Crime Prevention	5,573			-			-	5,573
230	Youth Services - Police	80,609	15,000		15,000	40,005		40,005	55,604
	Public Safety Fund	109,388	95,000	85,000	180,000	215,725	-	215,725	73,663
<b>TRAFFIC AND HOUSING:</b>									
243	Affordable Housing in lieu	3,799,032	866,051		866,051	302,000		302,000	4,363,083
245	Housing & Parking In-lieu	362,558			-			-	362,558
246	East S.R. Traffic Mitigation	2,366,484	575,000		575,000	725,000		725,000	2,216,484
	Traffic & Housing Mitigation Funds	6,528,075	1,441,051	-	1,441,051	1,027,000	-	1,027,000	6,942,126
<b>GRANT:</b>									
201	A.D.A.. Access Projects	-	-		-	-		-	-
260	Pickleweed Childcare Grant	128,942	598,207		598,207	674,495		674,495	52,654
281	Public Safety Grants	513,037	538,000		538,000	595,395		595,395	455,642
283	Grant-Other	75,146	842,952		842,952	143,206		143,206	774,892
	Grant Funds	717,124	1,979,159	-	1,979,159	1,413,096	-	1,413,096	1,283,187
<b>SPECIAL REVENUE &amp; GRANT FUND TOTAL</b>		<b>31,846,837</b>	<b>36,987,866</b>	<b>4,202,100</b>	<b>41,189,966</b>	<b>57,774,613</b>	<b>650,000</b>	<b>58,424,613</b>	<b>14,612,190</b>

CITY OF SAN RAFAEL  
CONSOLIDATED FUNDS

FY 2023-24 PROJECTED BUDGET		Est. Actual June 30, 2023 Balance	Total			Total			June 30, 2024 Projected Balance
FUND NAME			Operating and Capital Revenue	Transfers In	Total Resources	Operating and Capital Budget	Transfers to Other Funds	Total Appropriations	
<b>ASSESSMENT DISTRICTS:</b>									
Var. Assessment District Projects		305,088			-			-	305,088
<b>ASSESSMENT DISTRICT TOTAL</b>		<b>305,088</b>	-	-	-	-	-	-	<b>305,088</b>
<b>CAPITAL PROJECT FUNDS:</b>									
401 Capital Improvement		1,317,492			-	300,000		300,000	1,017,492
405 Open Space Acquisition		116,842			-		-	-	116,842
406 Bedroom Tax		103,275			-			-	103,275
407 Parks Capital Projects		14,809			-			-	14,809
420 Measure E - Public Safety Facilities		8,100,559		-	-	2,250,000		2,250,000	5,850,559
<b>CAPITAL PROJECT FUND TOTAL</b>		<b>9,652,978</b>	-	-	-	<b>2,550,000</b>	-	<b>2,550,000</b>	<b>7,102,978</b>
<b>ENTERPRISE FUND:</b>									
501 Parking Services		7,613,312	4,600,010		4,600,010	4,391,306	582,148	4,973,454	7,239,868
<b>ENTERPRISE FUND TOTAL</b>		<b>7,613,312</b>	<b>4,600,010</b>	-	<b>4,600,010</b>	<b>4,391,306</b>	<b>582,148</b>	<b>4,973,454</b>	<b>7,239,868</b>
<b>INTERNAL SERVICE FUNDS:</b>									
227 Sewer Maintenance		-	3,152,947		3,152,947	3,152,947		3,152,947	-
600 Vehicle Replacement		5,770,787	1,024,336		1,024,336	3,531,000		3,531,000	3,264,123
601 Technology Replacement		3,073,327	2,369,933		2,369,933	3,459,183		3,459,183	1,984,077
602 Fire Equipment Replacement		1,054,187	131,000		131,000	131,000		131,000	1,054,187
603 Building Improvement		3,594,948	2,000,000		2,000,000	800,000		800,000	4,794,948
604 Employee Benefits		855,550	1,000,000		1,000,000	1,181,309		1,181,309	674,241
605 Liability Insurance		1,016,699	2,364,880		2,364,880	3,373,816		3,373,816	7,763
606 Workers Compensation Insurance		326,132	3,676,730		3,676,730	3,523,455		3,523,455	479,407
607 Dental Insurance		449,526	548,690		548,690	495,000		495,000	503,216
608 Radio Replacement		532,424	450,001		450,001	410,000		410,000	572,425
609 Telephone/Internet		179,863	773,763		773,763	773,764		773,764	179,862
611 Employee Retirement		2,428,159	-		-	4,000	680,313	684,313	1,743,846
612 Retiree Health Benefit OPEB		838,627	3,450,833		3,450,833	3,660,000		3,660,000	629,460
613 Police Equipment Replacement		450,330	40,000		40,000	130,000		130,000	360,330
<b>INTERNAL SERVICE FUND TOTAL</b>		<b>20,570,558</b>	<b>20,983,113</b>	-	<b>20,983,113</b>	<b>24,625,474</b>	<b>680,313</b>	<b>25,305,787</b>	<b>16,247,884</b>
<b>TRUST AND AGENCY FUNDS:</b>									
712 Library Fiduciary		2,407,165	-		-	-	1,910,100	1,910,100	497,065
<b>TRUST &amp; AGENCY FUND TOTAL</b>		<b>2,407,165</b>	-	-	-	-	<b>1,910,100</b>	<b>1,910,100</b>	<b>497,065</b>
<b>COMBINED FUNDS TOTAL</b>									
		75,675,391	163,372,557	6,029,561	169,402,117	189,520,353	6,029,561	195,549,914	49,527,594
<b>LESS: INTERFUND TRANSFER</b>				(6,029,561)	(6,029,561)		(6,029,561)	(6,029,561)	
<b>LESS: INTERNAL SERVICE CHARGES</b>			(17,821,318)		(17,821,318)	(17,821,318)		(17,821,318)	
<b>NET TOTALS FY 2023-2024</b>		<b>75,675,391</b>	<b>145,551,239</b>	-	<b>145,551,239</b>	<b>171,699,035</b>	-	<b>171,699,035</b>	<b>49,527,594</b>



**GENERAL FUND  
PROPOSED BUDGET FY 2023-24**

EXHIBIT II

**REVENUES & OTHER OPERATIONAL SOURCES**

**Taxes**

Property Tax and related	\$	25,351,496
Sales Tax		25,414,990
Sales Tax -Measure E		14,487,000
Sales Tax -Measure R		4,829,000
Franchise Tax		4,270,000
Business Tax		2,602,000
Transient Occupancy Tax		3,100,000

**Other Agencies**

CSA #19 Fire Service		2,515,788
VLF Backfill		7,000,000
Other Agencies (Prop 172, Owner Prop Tax, State Mandate, Other agencies)		1,853,633

**Other Revenues**

Permits & Licenses (building, electrical, encroachment, use, alarm)		2,855,788
Fine & Forfeitures (traffic, vehicle, etc.)		212,740
Interest & Rents (investment earnings, rents, etc.)		456,900
Charges for Services (includes dev't fees and plan review)		2,645,764
Other Revenue (damage reimbursements, misc income)		594,500

Sub-total: Revenues \$ 98,189,599

**TRANSFERS IN**

from Gas Tax		650,000
from Parking Services Fund - Admin. cost		497,148
from Employee Retirement Fund - POB debt payment		680,313

Sub-total: Transfers In \$ 1,827,461

**TOTAL SOURCES \$ 100,017,060**

**EXPENDITURES AND OTHER OPERATIONAL USES**

**Expenditures by Department**

Finance		3,033,755
Non-Departmental		9,578,384
City Manager/City Council		3,247,605
City Clerk		581,169
Digital Service		1,949,021
Human Resources		724,561
City Attorney		1,211,301
Community Development		6,686,645
Police		26,818,491
Fire		23,570,766
Public Works		15,125,015
Library		3,392,971
Economic Development		814,456

Sub-total: Expenditures \$ 96,734,140

**OPERATIONAL TRANSFERS OUT**

to Recreation Fund - Operating support		2,207,000
to Internal Service Funds		1,100,000

Sub-total: Transfers Out \$ 3,307,000

**TOTAL USES \$ 100,041,140**

**NET OPERATING RESULTS \$ (24,080)**

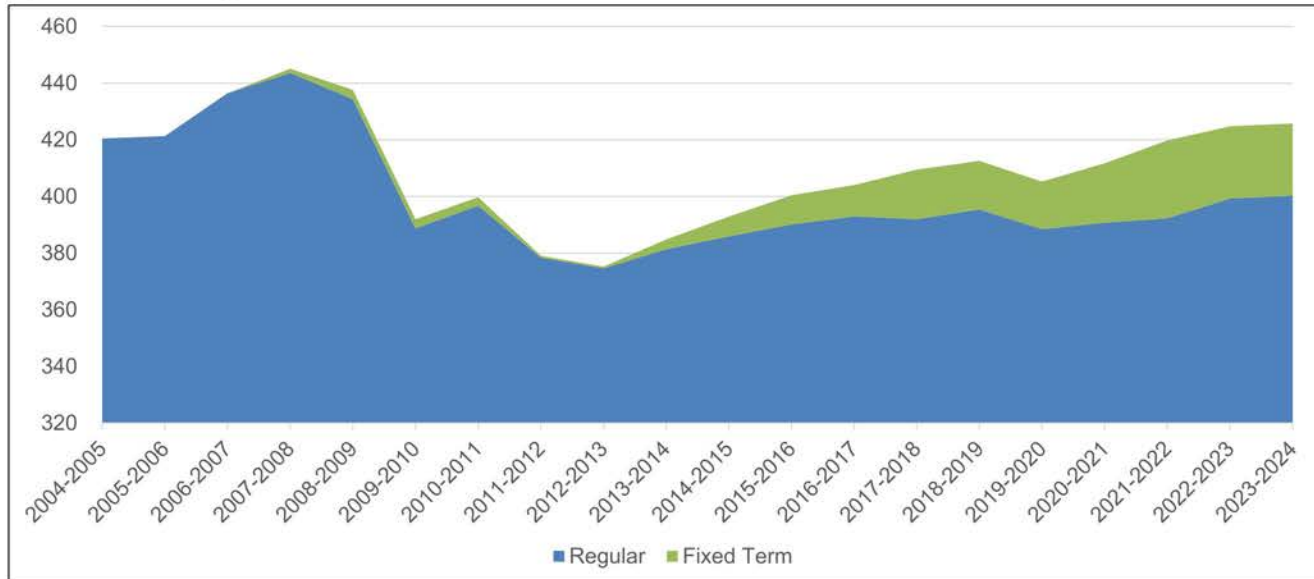
City of San Rafael  
Authorized Positions

Departments	Final 2014-2015	Final 2015-2016	Final 2016-2017	Final 2017-2018	Final 2018-2019	Final 2019-2020	Final 2020-2021	Final 2021-2022	Final 2022-2023	Proposed Budget 2023-2024
Community Development	17.80	19.80	20.00	21.00	21.00	20.75	20.75	22.00	23.00	23.00
Community Services	59.31	59.33	59.43	59.43	60.90	54.90	54.90	54.90	56.90	56.90
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	14.56	15.56	11.56	11.56	11.56	10.56	11.56	11.56
Economic Development (former RDA)	-	-	-	-	2.00	2.00	2.00	1.00	1.00	1.00
Finance	11.00	11.72	11.72	9.72	9.72	9.72	9.72	11.00	11.00	11.00
Fire	79.00	79.00	79.00	78.00	78.00	78.00	78.00	80.00	82.00	82.00
Library	23.41	23.41	23.41	23.41	23.41	21.66	21.66	21.66	21.66	21.66
Human Resources	3.00	3.50	4.00	4.00	4.00	4.00	4.00	3.00	4.00	4.00
Digital Services (Formerly IT)	5.70	5.70	6.70	6.70	9.70	8.70	8.00	8.00	8.00	8.00
Parking Services	16.63	16.63	16.63	16.63	16.63	16.63	16.63	16.63	16.63	16.63
Police	88.00	89.00	90.00	90.00	92.00	92.00	94.00	93.00	93.00	93.00
Public Works	62.00	62.00	62.00	62.00	61.00	63.00	64.00	65.00	65.00	66.00
Fixed-Term	7.98	12.26	13.06	18.53	17.16	16.81	21.01	27.51	25.51	25.51
<b>Citywide Positions</b>	<b>393.89</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>425.76</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.



**City of San Rafael  
Job Class Specification**

## **Job Title: *Deputy Building Official***

### **SUMMARY**

Under direct supervision of the Chief Building Official/~~Fire Marshal~~: assigns, coordinates, supervises and participates in the daily operations of the Building Division, performs inspection of buildings, examines plans and specifications in the enforcement of laws regulating the construction of buildings in the City of San Rafael, issues building permits, determines and collects fees.

### **DISTINGUISHING CHARACTERISTICS:**

This is a single incumbent class. This is a first level working supervisor within the Building Inspector series. Employees within this class are distinguished from the Building Inspector II by the addition of a full range of supervisory duties including planning work, primary contacts with the public including problem resolution, performance of the most complex commercial inspections, plan review, quality assurance, and performance appraisal of the Building Inspectors and Plan Checkers. Provides the Chief Building Official/~~Fire Marshal~~ with advice and consultation on building matters and for the efficient operations of assigned functions within the Building Division.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES**

This list is intended to be illustrative and does not represent an exhaustive list of duties and responsibilities. Incumbents may not perform all duties and responsibilities listed. Other duties may be assigned.

- Analyzes, distributes and monitors the inspection workflow.
- Provides work review, information and training to Building Division personnel as directed.
- Assigns work, including field inspections, to Building Inspectors ~~I & II~~
- Oversees and inspects all major commercial work.
- Serves as the focal point for complaints and dispute resolution.
- Coordinates the work of the department with other City departments and outside agencies.
- Reads and interprets plans and discusses requirements with builders and owners.
- Investigates all disabled access complaints, issues reports and assists with resolution.
- Inspects building construction, plumbing, electrical and gas installations in residential, business, industrial and public buildings.
- Conducts final inspections of newly completed buildings.
- Reviews and investigates violations of building code laws.
- Performs complex plan reviews of residential and commercial projects.
- Provides information to the public regarding building requirements.
- Communicates status of programs and keeps the Chief Building Official informed of pertinent issues.
- Performs related duties as required.
- Checks permit applications for completeness and accuracy before issuing permits.
- Responsible for the efficient and progressive operation of the Inspection Division.
- Serves as technical advisor and assistant to the Chief Building Official/~~Fire Marshal~~ on building related issues; assumes the duties of the Chief Building Official in his/her absence;
- Within procedures prescribed by the Chief Building Official/~~Fire Marshal~~ reviews the content of correspondence, the preparation of reports and the maintenance of records.
- Performs field inspections on the more complex code enforcement assignments.
- Assists in budget preparation and the administration of division budget.

- Develops methods and procedures to ensure efficient and proper operation of computerized permit review process, plan checking, permit issuance, and inspection process.

### **Knowledge of:**

- Principles of supervision, training, and performance evaluation.
- Missions and requirements of other related departments and outside agencies.
- Federal, State and Municipal Codes, ordinances and regulations relating to building construction.
- Building construction safety standards. Principles, techniques of building inspection and engineering mathematics.
- Accepted methods of construction. Building, Plumbing, Electrical, and Mechanical codes and ordinances including State access and energy codes.
- Computer software for daily use and permit administration.

### **Ability to:**

- Plan, organize and supervise the work of the Building Inspectors.
- Resolve disputes concerning code requirements and effect compliance.
- Operate a computer, effectively using the department's permitting software, and operate miscellaneous office equipment.
- Deal effectively with people involved with building construction, particularly contractors, architects, developers, engineers, and property owners.
- Review construction plans and conducting field inspections of buildings, subdivisions, improvements, and site development projects.
- Analyze, interpret and accurately check building plans and specifications.
- Maintain cooperative working relationships with engineers, architects and contractors, officials, employees and the general public.
- Apply building related codes and ordinances, including the California ~~Uniform~~ Building, Electrical, Plumbing, Mechanical Codes, State Title 24 Accessibility and Energy, and zoning codes.
- Establish and maintain effective cooperation and professional relationships with subordinates, public officials, private citizens, and public groups.
- Communicates clearly both orally and in writing, and to write concise and accurate reports
- Independently handle administrative details.

### **EDUCATION AND EXPERIENCE REQUIREMENTS:**

Graduation from high school or equivalent based on courses taken from an accredited educational institution. Associate of Science degree in Building Inspection or related field is preferred. Five (5) years of progressively responsible experience in building inspection, including commercial, of which at least two (2) years must be in a supervisory capacity.

### **CERTIFICATES, LICENSES, REGISTRATIONS:**

Special Requirement: Valid CA driver's license. Must maintain ICC certification in at least three of the following areas: commercial building inspector, combination building inspector, electrical inspector, plumbing inspector or mechanical inspector. These ~~c~~Building Inspector certifications are from ICC is required at time of hire. In addition, -Plans Examiner certification from ICC is required, but may be obtained within 6 months of hire.

### **LANGUAGE SKILLS:**

Ability to read and interpret documents such as rules, operating and maintenance instructions and procedure manuals. Ability to prepare clear and comprehensive written reports and correspondence. Ability to communicate effectively, both verbally and in writing.



**MATHEMATICAL SKILLS:**

Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, and percentages. Ability to apply concepts of basic algebra.

**REASONING ABILITY:**

Ability to solve practical problems and deal with a variety of concrete variables in situations where standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

**PHYSICAL DEMANDS:**

While performing the duties of this job, the employee is regularly required to stand; walk; use hands to finger, handle, or feel; reach with hands and arms; and talk or hear. The employee frequently is required to climb or balance and stoop, kneel, crouch, or crawl. The employee must regularly lift and/or move up to 25 pounds and occasionally lift and/or move up to ~~100-50~~ pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

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

**WORK ENVIRONMENT:**

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

While performing the duties of this job, the employee is regularly exposed to outdoors weather conditions and regularly works in inside environmental conditions. The employee is occasionally exposed to moving mechanical parts. The noise level in the work environment is usually moderate but occasionally loud.

The nature of the work requires the employee to climb ladders or scaffolding in order to access and walk on rooftops. A sense of balance is required to walk on pitched rooftops. The job also requires the ability to access and enter cramped quarters such as crawl spaces located under homes, or spaces such as attic areas. Working within the crawl space may bring the employee into contact with reptiles, insects and/or rodents. While conducting an inspection, it may require the employee to walk over rough, uneven, and rock surfaces.

FLSA Status: Nonexempt  
Prepared By: Leslie Loomis, Thomas Ahrens  
Prepared Date: January 2008  
Approved By: City of San Rafael  
Revised Date: March 2023  
Revised By: Alicia Giudice

**SAN RAFAEL UNREPRESENTED MID-MANAGEMENT**

**SALARY SCHEDULE**

Effective July 1, 2023

<b>Grade</b>	<b>Position</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>
7315	Accounting Manager	\$ 10,080	\$ 10,584	\$ 11,113	\$ 11,668	\$ 12,252
2303	Assistant Community Development Director	\$ 12,646	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371
2400	Assistant Library and Recreation Director	\$ 11,355	\$ 11,923	\$ 12,519	\$ 13,145	\$ 13,802
2202	Assistant Public Works Director	\$ 12,886	\$ 13,530	\$ 14,207	\$ 14,917	\$ 15,663
2302	Chief Building Official	\$ 11,975	\$ 12,574	\$ 13,202	\$ 13,863	\$ 14,556
4203	Civic Design Manager	\$ 10,229	\$ 10,741	\$ 11,278	\$ 11,842	\$ 12,434
2122	Code Enforcement Supervisor	\$ 7,796	\$ 8,186	\$ 8,595	\$ 9,025	\$ 9,477
4204	Data & Infrastructure Manager	\$ 11,328	\$ 11,894	\$ 12,489	\$ 13,113	\$ 13,769
<b>TBD</b>	<b>Deputy Building Official*</b>	<b>\$ 10,265</b>	<b>\$ 10,778</b>	<b>\$ 11,317</b>	<b>\$ 11,883</b>	<b>\$ 12,477</b>
1105	Deputy City Attorney I	\$ 10,852	\$ 11,395	\$ 11,965	\$ 12,563	\$ 13,191
1109	Deputy City Attorney II	\$ 11,965	\$ 12,564	\$ 13,192	\$ 13,852	\$ 14,544
7125	Deputy Director of Emergency Management	\$ 12,886	\$ 13,530	\$ 14,207	\$ 14,917	\$ 15,663
7127	Deputy Fire Chief	\$ 14,663	\$ 15,396	\$ 16,166	\$ 16,974	\$ 17,823
2120	Deputy Fire Marshall	\$ 10,193	\$ 10,702	\$ 11,237	\$ 11,799	\$ 12,389
2135	Deputy Public Works Director	\$ 11,707	\$ 12,292	\$ 12,907	\$ 13,552	\$ 14,230
7313	Economic Development Coordinator	\$ 9,834	\$ 10,326	\$ 10,842	\$ 11,385	\$ 11,954
2128	Economic Development Manager	\$ 10,814	\$ 11,355	\$ 11,923	\$ 12,519	\$ 13,145
7117	Emergency Services Manager	\$ 9,595	\$ 10,075	\$ 10,579	\$ 11,108	\$ 11,663
2138	Housing Manager	\$ 11,173	\$ 11,732	\$ 12,318	\$ 12,934	\$ 13,581
<b>2107</b>	<b>Human Resources Operations Manager*</b>	<b>\$ 9,779</b>	<b>\$ 10,268</b>	<b>\$ 10,781</b>	<b>\$ 11,320</b>	<b>\$ 11,886</b>
2208	Operations and Maintenance Manager	\$ 10,661	\$ 11,194	\$ 11,754	\$ 12,341	\$ 12,958
2208	Operations and Maintenance Manager (SRSD)	\$ 10,661	\$ 11,194	\$ 11,754	\$ 12,341	\$ 12,958
2703	Parking Services Manager	\$ 9,834	\$ 10,326	\$ 10,842	\$ 11,385	\$ 11,954
7312	Parks Superintendent	\$ 9,735	\$ 10,222	\$ 10,733	\$ 11,269	\$ 11,833
2116	Planning Manager	\$ 11,173	\$ 11,732	\$ 12,318	\$ 12,934	\$ 13,581
<b>TBD</b>	<b>Principal HR Analyst</b>	<b>\$ 9,779</b>	<b>\$ 10,268</b>	<b>\$ 10,781</b>	<b>\$ 11,320</b>	<b>\$ 11,886</b>
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
2206	Senior Civil Engineer (SRSD)	\$ 11,397	\$ 11,966	\$ 12,565	\$ 13,193	\$ 13,853
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

*\*Position to be reclassified to Principal HR Analyst*



**City of San Rafael  
Job Class Specification**

**Job Title: Principal Human Resources Analyst  
Operations Manager**

**SUMMARY:**

To ~~perform highly complex and analytical, professional level work in the implementation of the Human Resources functions in the areas of labor and employee relations, workers compensation, risk management, recruitment and retention, classification, compensation, training, and benefits administration; manage and direct Human Resources employee-(s); manage and direct a division and/or assist the Human Resources Director in managing the day to day functions of the Human Resources Department in the areas of recruitment and retention, classification, compensation, training, benefits, labor relations and workers' compensation programs; performs highly complex managerial and professional level work in the implementation of the Human Resources goals and objectives; and perform related work as directed.~~

**SUPERVISION RECEIVED AND EXERCISED:**

Receives general direction from the Human Resources Director. ~~May S~~supervises professional, technical and/or support staff assigned to the department.

**CLASS CHARACTERISTICS:**

This single position class will ~~maintain be assigned to oversee all day to day Human Resources functions including~~ full responsibility in ~~benefit administration and assistance to the Human Resources Director in~~ Employee and Labor Relations, ~~Risk Management, Workers Compensation and Benefits Administration functions~~ functions. This class is distinguished from the Human Resources Director in that the latter has the overall management responsibility for all personnel services, activities and functions. ~~It is distinguished from the Management Analyst series, itn that the Principal Human Resources Analyst will be responsible for the most complex work in the division and may supervise other Human Resources professionals.~~

**EXAMPLES OF RESPONSIBILITIES AND DUTIES** responsibilities and duties may include, but are not limited to the following:

- Assists in the development and implementation of goals, objectives, polices, procedures and work standards for the department; assists in administering the department's budget.
- ~~Plans, organizes, administers, reviews and evaluates the activities of professional and technical support staff.~~
- ~~Assist the Human Resources Director in~~Responsible for managing and running the City's employee relations and labor negotiations ~~functions, including contract negotiations and meet and confer sessions, grievance responses, and working with department on employee discipline and performance coaching.~~
- ~~Oversees and manages the Risk mManagement and Workers Compensation programs for the City.~~



- Confers with City employees regarding personnel, employee relations, or related activities or problems and may assist the Director in conferring with supervisors and managers on the same matters, as required.
- Prepare complex written reports and make presentations to the City Council as required.
- ~~Assists the Director in managing the training program for the City in assessing training needs and in developing programs to enhance the skill and performance level of employees.~~
- ~~Selects assigned staff and provides for their~~ Develops and deliverddelivered training and professional development; interprets City policies and procedures to employees.
- Directs and conducts analytical studies; develops and reviews reports of findings, alternatives and recommendations.
- Helps in preparing the department's annual operating budget; monitors expenditures to ensure that the department operates within the allocated budget.
- ~~Oversees the recruitment testing and certification program for the City; reviews and approves recruitment and examination plans for open and promotional recruitments using established guidelines and authorities; works with subordinate staff to design and implement appropriate internal procedures to assure that the recruitment, testing and certification meet accepted standards.~~
- Periodically reviews and evaluates established recruitment and selection procedures and recommends and implements changes when required.
- Manages and directs the City's employee benefits program including leave management programs; negotiates with insurance carriers on rates and coverage; works with insurance brokers to obtain the best rates and coverage for a variety of products; monitors industry trends and recommends strategies to the Human Resources Director dealing with cost and quality.
- ~~Participate in labor relations activities, including contract negotiations, meet and confer sessions and meet and consult sessions.~~
- ~~Serve as HR lead regarding Information Systems/Technological management; explore the application of new human resource technologies to the division's function and programs and recommends the acquisition of technologies when appropriate.~~
- May be required to conduct investigations into discrimination complaints and make recommendations for resolving complaints; coordinates City response to state and federal enforcement agencies when required.

## KNOWLEDGE OF:

- Principles and practices of labor relations and employee relations in a labor represented organization.
- Laws, policies, contracts including MMBA, and MOU's governing the relationship between the City of San Rafael and its employees.
- The principles, practices and techniques of personnel assessment and employment testing including, but not limited to the Uniform Guidelines on Employee Selection Procedures; the Standards for Educational and Psychological Testing and other authorities.
- ~~The principles, practices and techniques of position classification and compensation management.~~
- Principles, practices and technique of program analysis.



- Pertinent Federal, State and local laws, codes and regulations dealing with the employment process.
- The principles, practices and techniques of employment benefit management.
- The principles, practices and techniques of employee evaluation, ~~and~~ performance management programs, and employee counseling.

#### ABILITY TO:

- Resolve complex personnel management issues in a constructive manner.
- Plan, direct and supervise the work of professional, technical and support staff; develop work plans and monitor job performance; conduct performance reviews.
- Prepare complex written reports in a clear and precise manner.
- Analyze data and develop appropriate conclusions.
- Make public presentations before the City Council and other authorities.
- Maintain cooperative and constructive relationships with the position's stakeholders.
- Negotiate agreements on behalf of the City of San Rafael
- Apply rules, regulations, labor agreements, state and federal laws to complex personnel management problems.
- Use a variety of computer applications to manage information.

#### MINIMUM QUALIFICATIONS:

Sufficient education, training and/or work experience to demonstrate possession of the **following required** knowledge, skills and abilities, ~~which would typically be acquired through:~~

Possession of a bachelor's degree with major course work in business or public administration, industrial relations, human resources management or a closely related ~~field~~ and five years of professional experience in ~~public administration~~ Human Resources required, including two years of ~~direct supervision preferably in a public agency~~ increasingly responsible work in the areas of labor and employee relations and/or Workers Compensation. A Master's degree in Human Resources Management, Public Administration or a related field is preferred.

FLSA Status: Exempt  
 Prepared By: MRG Consulting / City of San Rafael  
 Prepared Date: ~~February 2020~~ May 2023  
 Approved Date:

**City of San Rafael  
Job Class Specification**

## **Job Title: Deputy City Clerk III**

### **SUMMARY**

Under general supervision, performs a variety of highly responsible and complex technical, administrative and clerical activities in support of the City Clerk's office. This position reports to the City Clerk and is responsible for maintenance of the City's official records, for recording and producing the minutes of City Council meetings; providing administrative support to the City Clerk; and performing related work as required.

### **DISTINGUISHING CHARACTERISTICS:**

~~This is a single position classification in the City Clerk's Office.~~ This class series is distinguished from other classes by responsibility for maintenance of official City records and other prescribed activities.

Deputy City Clerk I - This position works under general supervision while progressing in their assignment of more complex tasks as procedures and processes of duties are learned.

The Deputy City Clerk II position is distinguished from the Deputy City Clerk I position by a higher level of administrative knowledge and experience required for successful performance of the full range of assigned duties; a greater complexity of work assignments; a higher level of independent judgment and initiative exercised in the performance of assignments with only occasional instruction or assistance as unusual or unique situations arise; and a potential for greater impact of erroneous decisions on operating costs and schedules of a City department. Incumbents in this classification are expected to exercise a high degree of initiative and independent judgment in performing confidential and complex tasks.

These positions are not flexibly staffed, and advancement is not automatic from one level to the next.

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

- In the absence of the City Clerk, functions as the City Clerk, attends City Council meetings and perform all of the duties of holding a public meeting, including facilitating public comment, calling roll for Council votes, etc.~~and records actions by using information technology.~~
- Ensures adherence to established Council meeting procedures and rules; processes Council actions in the form of resolutions and ordinances; performs research, data gathering and analysis for written reports to the City Clerk.
- Prepares Council Chambers- or other rooms for meetings
- Generates Action Agendas and finalizes official minutes.
- Processes and responds to Public Records Act (PRA) requests.
- Plans, organizes, develops, implements and administers the City-wide records management system.
- ~~Maintains, updates and enforces records retention schedules, policies and procedures~~
- Assists in the development and implementation of goals, objectives, policies, procedures and work standards for the department.
- Participates in the development and administration of the department's budget.
- Maintains current knowledge of new trends and innovations in the field of records management
- Answers telephone calls, responds to email, researches records and retrieves information for general public, City Council and City staff
- Prepares agenda packets, hard copy and electronically, for Council meetings.
- Files and indexes official City records as prescribed.
- Maintains other City and departmental records and files.



- Processes newly adopted resolutions and ordinances for incorporation to City records and for codification
- In the absence of the City Clerk administers oaths of office, acts as Notary Public and certifies official City records
- When necessary, affixes the City seal to certify official documents.
- Receives new liability claims in the City Clerk's office or other City Hall departments as needed.
- Assists the City Clerk with organization and conduct of municipal elections
- Responsible for ensuring elected and appointed officials and designated City employees comply with the filing obligations of the Fair Political Practices Commission (FPPC)
- Assists the City Clerk in the preparation and execution of municipal elections.
- May be required to work evenings and/or irregular work hours
- Makes recommendations regarding office procedures and processes, including technology, to improve workflow and implements improvements subsequent to approval.
- Performs other related duties as assigned

#### **KNOWLEDGE OF:**

- Principles and practices of municipal government administration, the Brown Act, the Public Records Act, the Political Reform Act and other legal and administrative procedures relating to municipal records management
- Principles and practices of records management
- Applicable federal, state and municipal laws, including those related to elections, agendas, meeting procedures, statements of economic interests and campaign statement filings
- Modern office procedures, methods and equipment.

#### **ABILITY TO:**

- Effectively run a records management and retention program, including computer applications and equipment
- Ability to effectively utilize computer applications and technology related to the work
- Compose routine correspondence independently.
- Use initiative and sound independent judgement within established guidelines.
- Communicate tactfully and effectively with the public.
- On occasion attend City Council and related meetings outside of normal business hours.
- Operate modern office equipment and related software including web publishing, document imaging, Excel, Access and PowerPoint.
- Be proactive in investigating new technology trends for implementation where possible
- Prioritize own work, completing assigned tasks in a timely, accurate manner; and using sound, independent judgment within policy and procedural guidelines

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

Deputy City Clerk I: A typical way of gaining the knowledge, skill and ability outlined above is:

Equivalent to AA degree and three years of progressively responsible experience using state of the art technology in a local government agency, preferably in a City Clerk's Office.

Deputy City Clerk II: in addition to the requirements for the Deputy City Clerk I, this level requires at least 4 years of experience as a Deputy City Clerk I with the City of San Rafael or demonstrated ability to successfully complete the essential duties and responsibilities at the full journey level with a high degree of autonomy. Bachelor's Degree preferred. Certified Municipal Clerk designation preferred.

**LANGUAGE SKILLS:**

Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups.

**MATHEMATICAL SKILLS:**

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to create and interpret graphs.

**CERTIFICATES:**

Commission as a Notary Public in the State of California within six months of appointment

**REASONING ABILITY:**

Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. Ability to deal with problems involving several concrete variables in standardized situations.

**PHYSICAL DEMANDS:**

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

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

**WORK ENVIRONMENT:**

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

While performing the duties of this job, the employee regularly works in indoor conditions and regularly works near video display. The noise level in the work environment is usually moderate.

FLSA Status: Non-exempt  
Prepared Date: August 2017  
Approved By: City of San Rafael  
Approved Date: September 5, 2017  
Revised: May 2023



**City of San Rafael**  
**SEIU - SALARY SCHEDULE**  
Effective July 1, 2023

Grade	Position	A	B	C	D	E
7241	Accountant I	\$ 6,400	\$ 6,720	\$ 7,056	\$ 7,409	\$ 7,779
7240	Accountant II	\$ 6,720	\$ 7,057	\$ 7,409	\$ 7,780	\$ 8,169
7200	Accounting Assistant I	\$ 4,661	\$ 4,895	\$ 5,139	\$ 5,396	\$ 5,666
7201	Accounting Assistant II	\$ 5,134	\$ 5,391	\$ 5,661	\$ 5,944	\$ 6,241
7300	Senior Accounting Assistant	\$ 5,661	\$ 5,944	\$ 6,241	\$ 6,553	\$ 6,881
7299	Accounting Technician	\$ 6,402	\$ 6,722	\$ 7,058	\$ 7,411	\$ 7,782
7205	Administrative Analyst	\$ 6,050	\$ 6,352	\$ 6,670	\$ 7,003	\$ 7,353
7211	Administrative Assistant I	\$ 4,832	\$ 5,073	\$ 5,327	\$ 5,593	\$ 5,873
7212	Administrative Assistant II	\$ 5,327	\$ 5,594	\$ 5,873	\$ 6,167	\$ 6,475
7295	Senior Administrative Assistant	\$ 5,736	\$ 6,023	\$ 6,324	\$ 6,640	\$ 6,972
7216	Administrative Assistant to the City Clerk	\$ 5,736	\$ 6,023	\$ 6,324	\$ 6,640	\$ 6,972
7210	Assistant Planner	\$ 6,842	\$ 7,184	\$ 7,544	\$ 7,921	\$ 8,317
7208	Associate Planner	\$ 7,551	\$ 7,929	\$ 8,325	\$ 8,741	\$ 9,179
7217	Building Inspector I	\$ 6,200	\$ 6,510	\$ 6,836	\$ 7,178	\$ 7,536
7218	Building Inspector II	\$ 6,842	\$ 7,184	\$ 7,544	\$ 7,921	\$ 8,317
7220	Business License Examiner	\$ 5,390	\$ 5,660	\$ 5,943	\$ 6,240	\$ 6,552
7222	Code Enforcement Official I	\$ 4,967	\$ 5,215	\$ 5,476	\$ 5,750	\$ 6,038
7223	Code Enforcement Official II	\$ 5,481	\$ 5,755	\$ 6,043	\$ 6,345	\$ 6,662
7380	Code Enforcement Official III	\$ 6,509	\$ 6,835	\$ 7,176	\$ 7,535	\$ 7,912
2119	Construction Inspector - SRSD	\$ 6,739	\$ 7,076	\$ 7,430	\$ 7,802	\$ 8,192
7224	Custodian	\$ 4,626	\$ 4,857	\$ 5,100	\$ 5,355	\$ 5,623
4210	Data Analyst I	\$ 6,989	\$ 7,339	\$ 7,706	\$ 8,091	\$ 8,496
4211	Data Analyst II	\$ 7,688	\$ 8,073	\$ 8,476	\$ 8,900	\$ 9,345
4212	Data Analyst III	\$ 8,457	\$ 8,880	\$ 9,324	\$ 9,790	\$ 10,280
7226	Deputy City Clerk I	\$ 5,880	\$ 6,174	\$ 6,483	\$ 6,807	\$ 7,147
TBD	Deputy City Clerk II*	\$ 7,147	\$ 7,504	\$ 7,880	\$ 8,274	\$ 8,687
7120	Emergency Management Coordinator	\$ 5,603	\$ 5,883	\$ 6,177	\$ 6,486	\$ 6,810
7121	Environmental Management Coordinator	\$ 5,603	\$ 5,883	\$ 6,177	\$ 6,486	\$ 6,810
7232	Facility Repair Supervisor	\$ 7,365	\$ 7,733	\$ 8,119	\$ 8,525	\$ 8,952
7291	Facility Repair Worker I	\$ 5,226	\$ 5,487	\$ 5,762	\$ 6,050	\$ 6,352
7233	Facility Repair Worker II	\$ 5,764	\$ 6,052	\$ 6,354	\$ 6,672	\$ 7,006
7294	Facility Repair Worker III	\$ 6,203	\$ 6,513	\$ 6,838	\$ 7,180	\$ 7,539
7108	Fire Prevention Inspector I	\$ 7,835	\$ 8,226	\$ 8,638	\$ 9,070	\$ 9,523
7107	Fire Prevention Inspector II	\$ 8,637	\$ 9,069	\$ 9,522	\$ 9,998	\$ 10,498
7298	IT Help Desk Supervisor	\$ 7,688	\$ 8,073	\$ 8,476	\$ 8,900	\$ 9,345
7243	Librarian I	\$ 5,996	\$ 6,296	\$ 6,611	\$ 6,942	\$ 7,289
7244	Librarian II	\$ 6,299	\$ 6,614	\$ 6,945	\$ 7,292	\$ 7,656
2404	Library Aide	\$ 2,874	\$ 3,018	\$ 3,169	\$ 3,327	\$ 3,494
7246	Library Assistant I	\$ 3,948	\$ 4,146	\$ 4,353	\$ 4,571	\$ 4,799
7247	Library Assistant II	\$ 4,465	\$ 4,688	\$ 4,923	\$ 5,169	\$ 5,427
2405	Library Tech Services Supervisor	\$ 5,709	\$ 5,994	\$ 6,294	\$ 6,609	\$ 6,939
7292	Literacy Program Supervisor	\$ 6,949	\$ 7,297	\$ 7,662	\$ 8,045	\$ 8,447
7249	Mail and Stores Clerk	\$ 4,175	\$ 4,384	\$ 4,603	\$ 4,833	\$ 5,075
7255	Network Analyst	\$ 6,991	\$ 7,340	\$ 7,707	\$ 8,092	\$ 8,497
7274	Network Support Technician	\$ 5,347	\$ 5,614	\$ 5,895	\$ 6,190	\$ 6,499

7285	Office Assistant I	\$ 3,976	\$ 4,175	\$ 4,383	\$ 4,603	\$ 4,833
7284	Office Assistant II	\$ 4,491	\$ 4,716	\$ 4,952	\$ 5,199	\$ 5,459
7256	Park Equipment Mechanic	\$ 6,054	\$ 6,356	\$ 6,674	\$ 7,008	\$ 7,358
7257	Parking Attendant I	\$ 2,276	\$ 2,390	\$ 2,509	\$ 2,635	\$ 2,767
7275	Parking Attendant II	\$ 2,507	\$ 2,632	\$ 2,764	\$ 2,902	\$ 3,047
6208	Parking Enforcement Officer	\$ 5,553	\$ 5,830	\$ 6,122	\$ 6,428	\$ 6,749
6212	Parking Equipment Technician	\$ 5,357	\$ 5,625	\$ 5,906	\$ 6,201	\$ 6,512
6209	Parking Maintenance & Collections	\$ 5,357	\$ 5,625	\$ 5,906	\$ 6,201	\$ 6,511
6211	Parking Operations Supervisor	\$ 7,364	\$ 7,733	\$ 8,119	\$ 8,525	\$ 8,951
7258	Parks & Graffiti Worker	\$ 4,859	\$ 5,102	\$ 5,357	\$ 5,625	\$ 5,906
2123	Parks Lead Maintenance Worker	\$ 6,203	\$ 6,513	\$ 6,838	\$ 7,180	\$ 7,539
7271	Parks Maintenance Supervisor	\$ 7,365	\$ 7,733	\$ 8,119	\$ 8,525	\$ 8,952
7236	Parks Maintenance Worker I	\$ 5,102	\$ 5,357	\$ 5,625	\$ 5,906	\$ 6,202
7238	Parks Maintenance Worker II	\$ 5,357	\$ 5,625	\$ 5,906	\$ 6,202	\$ 6,512
7296	Permit Services Coordinator	\$ 7,386	\$ 7,755	\$ 8,143	\$ 8,550	\$ 8,978
7396	Permit Services Supervisor	\$ 8,310	\$ 8,725	\$ 9,161	\$ 9,620	\$ 10,101
7196	Permit Technician I	\$ 5,125	\$ 5,381	\$ 5,650	\$ 5,933	\$ 6,229
7197	Permit Technician II	\$ 5,637	\$ 5,919	\$ 6,215	\$ 6,525	\$ 6,852
7198	Permit Technician III	\$ 6,201	\$ 6,511	\$ 6,836	\$ 7,178	\$ 7,537
7261	Planning Technician	\$ 5,347	\$ 5,614	\$ 5,895	\$ 6,190	\$ 6,499
9453	Principal Planner	\$ 9,884	\$ 10,378	\$ 10,897	\$ 11,442	\$ 12,014
7234	Printing Press Operator	\$ 5,199	\$ 5,459	\$ 5,732	\$ 6,018	\$ 6,319
TBD	Program Analyst	\$ 6,635	\$ 6,966	\$ 7,315	\$ 7,681	\$ 8,065
1201	Program Coordinator	\$ 5,619	\$ 5,900	\$ 6,195	\$ 6,505	\$ 6,830
7290	Public Works Dispatcher	\$ 5,357	\$ 5,625	\$ 5,906	\$ 6,202	\$ 6,512
7253	Public Works Inspector	\$ 6,127	\$ 6,433	\$ 6,755	\$ 7,092	\$ 7,447
7263	Revenue Supervisor	\$ 8,166	\$ 8,574	\$ 9,002	\$ 9,453	\$ 9,925
2309	Senior Building Inspector	\$ 8,122	\$ 8,528	\$ 8,955	\$ 9,403	\$ 9,873
7265	Senior Library Assistant	\$ 4,689	\$ 4,923	\$ 5,170	\$ 5,428	\$ 5,700
7264	Senior Planner	\$ 8,545	\$ 8,972	\$ 9,421	\$ 9,892	\$ 10,387
2204	Sewer Lead Maintenance Worker	\$ 6,840	\$ 7,182	\$ 7,541	\$ 7,918	\$ 8,314
7266	Sewer Maintenance Worker I	\$ 5,489	\$ 5,764	\$ 6,052	\$ 6,355	\$ 6,672
7267	Sewer Maintenance Worker II	\$ 5,907	\$ 6,203	\$ 6,513	\$ 6,839	\$ 7,180
7281	Sewers Supervisor	\$ 7,732	\$ 8,118	\$ 8,524	\$ 8,950	\$ 9,398
7269	Shop & Equipment Supervisor	\$ 7,365	\$ 7,733	\$ 8,120	\$ 8,525	\$ 8,952
7280	Street Lead Maintenance Worker	\$ 6,203	\$ 6,513	\$ 6,838	\$ 7,180	\$ 7,539
7209	Street Maintenance Supervisor	\$ 7,365	\$ 7,733	\$ 8,119	\$ 8,525	\$ 8,952
7250	Street Maintenance Worker I	\$ 5,102	\$ 5,357	\$ 5,625	\$ 5,906	\$ 6,202
7251	Street Maintenance Worker II	\$ 5,357	\$ 5,625	\$ 5,906	\$ 6,202	\$ 6,512
7283	Street Sweeper Operator	\$ 5,625	\$ 5,906	\$ 6,202	\$ 6,512	\$ 6,837
8523	Supervising Parking Enforcement Officer	\$ 6,245	\$ 6,557	\$ 6,885	\$ 7,229	\$ 7,590
7288	Supervising Vehicle/Equipment Mechanic	\$ 6,515	\$ 6,841	\$ 7,183	\$ 7,542	\$ 7,919
7286	Vehicle/Equipment Mechanic I	\$ 5,490	\$ 5,764	\$ 6,052	\$ 6,355	\$ 6,673
7287	Vehicle/Equipment Mechanic II	\$ 6,054	\$ 6,356	\$ 6,674	\$ 7,008	\$ 7,358
2131	Volunteer Program Assistant	\$ 5,418	\$ 5,689	\$ 5,973	\$ 6,272	\$ 6,586

*\*New Classification*



# GOALS & OBJECTIVES FY 23-24 AND FY 24-25



**SAN RAFAEL**

THE CITY WITH A MISSION

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# ABOUT OUR CITY

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We are a 21st century government,  
making City services easy to use  
and work for everyone.



OUR PURPOSE



# INTRODUCTION

The City of San Rafael Goals and Objectives FY 23-24 and FY 24-25 document outlines the City's strategic priorities and initiatives for the upcoming two fiscal years. The document is divided into four key policy focus areas: Economic Growth; Diversity, Equity, Inclusion and Belonging; Sustainability, Climate Change, & Disaster Preparedness; and Housing and Homelessness. Goals are further broken down into City Service Areas.

While each of these areas represents a distinct policy focus, they are interrelated and affect each other in significant ways, so although we have categorized them, some goals have the potential to fall into several areas. By recognizing the potential overlap between goals and policy areas, the City can develop more integrated and effective strategies to achieve our objectives. This approach helps to avoid siloed thinking and encourages collaboration across City departments and community stakeholders to achieve identified goals.

The City of San Rafael is committed to its work implementing environmentally sustainable practices, promoting affordable housing, supporting local businesses, improving public safety, livable neighborhoods, efficient and effective City services, transportation, recreational opportunities, responsive governance, and leadership, and ensuring equitable access to all City services.

The City of San Rafael provides a comprehensive range of municipal services in-house, making it a "full service" City. Since our services are primarily provided by people, 75% of our overall expenditures go towards City staff. Our employees perform a wide variety of tasks, including emergency response, community programming, streets and parks maintenance, safety inspections, and more.

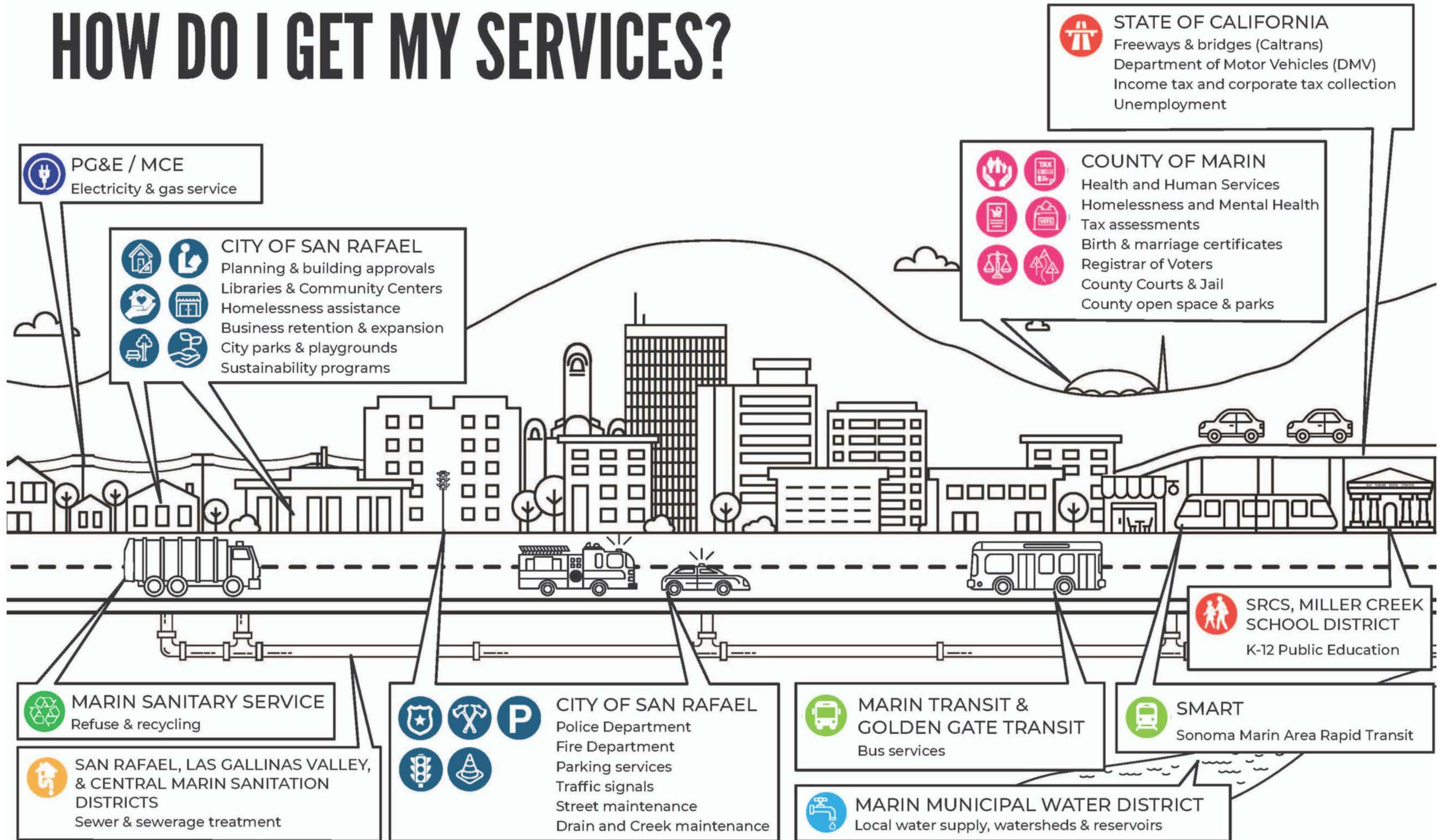
The City's primary limitation is financial resources. Sales and property taxes are our biggest revenue source. However, the bulk of these taxes are allocated to entities such as the State of California, the County of Marin, schools, and transit agencies. As a result, our goals and aspirations must be balanced against our financial responsibilities.

The City recognizes that these goals cannot be achieved in a vacuum. The City will continue to partner and engage with residents, business owners, community groups, and other stakeholders to ensure that its priorities reflect the needs and aspirations of the community. Partnering to achieve the best outcomes for our residents.





# HOW DO I GET MY SERVICES?





# POLICY FOCUS AREAS

## ECONOMIC GROWTH

Building our economy to be stronger and more resilient.

## SUSTAINABILITY, CLIMATE CHANGE & DISASTER PREPAREDNESS

Reducing greenhouse gas emissions while mitigating and adapting to climate change.

## DIVERSITY, EQUITY, INCLUSION & BELONGING (DEIB)

Working to create equitable outcomes for all, while addressing systemic racial injustices.

## HOUSING & HOMELESSNESS

Creating new housing, keeping people in their homes, and use a “Housing First” model.







## ECONOMIC GROWTH

- Implement initiatives from the Economic Development Strategic Plan that will reinvigorate commerce across the city, find innovative strategies to attract and retain businesses, attract high-tech and other emerging market users, and ensure that growth is not only sustainable, but also equitable.
- Create an environment that is conducive to business growth and job creation, encouraging investment and innovation, developing infrastructure and human capital, and promoting trade and commerce.
- Conduct a feasibility study for the creation of Property Based Improvement Districts (PBIDs) that enhance the appearance and vitality of public spaces through such things as: improving safety, cleanliness, marketing, and physical upgrades.
- Work with community partners such as the Chamber of Commerce, Business Improvement District (BID), Small Business Development Center, Marin County Office of Education, Canal Alliance, and Hispanic Chamber of Commerce on economic recovery initiatives and workforce development programs.
- Explore new revenues to fund economic development, such as a tourism-based improvement assessment or an increased Transit Occupancy Tax.





## DIVERSITY, EQUITY, INCLUSION & BELONGING (DEIB)

- Continue and expand training for all City staff, elected officials, and boards and commissions members around Diversity, Equity, Inclusion and Belonging (DEIB) principles to ensure that equity considerations are integrated into the City's policies and practices.
- Develop a strategic roadmap to guide the City's DEIB internally-facing efforts, including implementing the human resources equity audit and continuing to evaluate policies and practices for alignment with DEIB principles.
- Continue inclusive resident engagement practices that find opportunities to partner with underserved community members to build capacity for meaningful civic engagement and lift up traditionally marginalized voices.
- Hold community meetings in Spanish with English interpretation and analyze best practices for increasing inclusivity by offering daycare, food, and stipends to participants.
- Increase police accountability and promote transparency with law enforcement, and develop a community accountability advisory committee who will evaluate options such as, engaging an independent auditor and providing feedback on policing policies and practices.
- Develop a Language Resource Access Plan to support multilingual engagement practices across the City, and explore best practices for interpretation for all publicly noticed meetings.
- Implement strategies to increase the diversity of public safety recruitments to attract and hire qualified candidates from diverse backgrounds,





## HOUSING & HOMELESSNESS

- Evaluate existing tenant protection policies to determine their effectiveness and consider the implementation of revised policies to expand housing choices for all residents, as outlined in the 2023-2031 Housing Element, to ensure habitability, create fair housing, and end homelessness.
- Partner with community stakeholders to develop policies to protect renters and low-income earners from increasing housing prices and uncertain economic conditions. Support maintaining and improving our housing base and reduce the likelihood of homelessness.
- Continue evaluating Housing-Focused Shelter (Interim Housing), fortified with strong case management services to help transition unhoused community members into permanent supportive housing.
- Explore options for establishing a standardized process to regularly issue Notices of Funding Availability (NOFAs) to facilitate development of new affordable housing using the City's Affordable Housing Trust Fund.
- Continue to take a leadership role to support the countywide coordinated entry system and Project Homekey-type efforts to end chronic and veteran homelessness.





# SUSTAINABILITY, CLIMATE CHANGE, & DISASTER PREPAREDNESS

- Develop a comprehensive adaptation plan that addresses the challenges and risks posed by wildfires, sea level rise, and other disasters to San Rafael and its residents using strategies and data from community partnerships and past planning efforts to provide a roadmap for disaster prevention and mitigation.
- Build a more resilient community in the face of disasters, able to recover more quickly and effectively, including evacuation planning for residents in the event of emergencies. Increase disaster preparedness outreach so all residents, regardless of income, language, physical ability, digital access, or any limiting factor have knowledge and resources to be prepared to respond to disasters.
- Implement SB 1383 and reduce short-lived climate pollutants from organic waste. Promote voluntary compliance, protect the environment, and contribute to the City's overall sustainability goals.
- Continue to do outreach and partner with the County to implement the Reusable Foodware Ordinance to reduce waste, litter, and contamination in composting streams.
- Collaborate with the Transportation Authority of Marin and other community partners to develop an electric vehicle (EV) strategy for San Rafael, including increasing EV's and EV charging infrastructure at City facilities and in the community.
- Collaborate with the County of Marin to develop and implement a comprehensive Building Electrification Plan



**CITY SERVICE AREAS**



Services provided by  
the City of San Rafael



# GOAL A: NEIGHBORHOOD AND ECONOMIC VITALITY

Create and preserve a healthy economy and sustain vibrant neighborhoods, Downtown, and other business areas

The City provides a range of ongoing services in this area such as: the development entitlement process, retaining and attracting businesses, facilitating new housing units, reducing homelessness, conducting building/safety inspections and permitting, and implementing climate change and sustainability programs.

- Prioritize the implementation of key General Plan 2040 programs, including neighborhood planning, economic vitality, tree inventory, and improving and preserving public assets.
- Where discretion is allowed under State housing laws, create standards to guide new developments to best fit into San Rafael through implementing the Downtown Precise Plan and additional policies, as needed.
- Establish a By-Right Neighborhood Affordable Housing Overlay Zone to streamline the review and approval of affordable housing projects in high-density residential zoning districts. Develop a comprehensive plan for the Priority Development Areas (PDA) in the North and Southeast San Rafael neighborhoods addressing future development, mobility, sea level rise, and other community priorities.
- As development projects arise, create development agreements as necessary and facilitate community engagement efforts to inform and solicit input from the community throughout the process, such as the Northgate project.
- Using results from the 2022-23 day laborer survey, work with governmental and community partners to facilitate a Feasibility Study of a Day Laborer Center/Hiring Hall in San Rafael.
- Consider revisions to the Cannabis program, such as reviewing quantities and types of licenses, evaluating revisions for hemp products, and addressing products targeting youth.
- Continue to develop, improve and implement a comprehensive plan to address the issue of illegal dumping in areas of denser multifamily housing, with a focus on improving access to legal disposal options for tenants.
- Assess feasibility and revise the City's current residential parking permit program to address overcrowding of neighborhood parking in a cost-neutral and equitable manner.





## 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

The City provides a variety of ongoing services in this area, such as: operating the three libraries and three community centers, childcare services, Falkirk Cultural Center, and operating network of parks.

- Use Parks and Recreation Master Plan to guide the development, enhancement, and maintenance of parks, recreational facilities, and programs for the City.
- Enhance recreational opportunities and user experience at Pickleweed Park by adding new amenities, enhancing existing facilities, and installing all-weather turf on the field to provide a safe, sustainable, and inclusive community space.
- Redesign interior space at Pickleweed Branch Library and improve the Downtown Library's critical and life safety infrastructure, operations, and services to provide safe, functional, and innovative learning spaces.
- Replace the playground at Peacock Gap Park with a new, modern structure.
- Continue process to assess the feasibility of constructing a new library facility that meets the current and future needs of the community, including identifying potential funding sources and partnerships.
- Amend the smoking ordinance to bring it up to the latest standards, such as allowing the general public to bring a civil action against any person who has multiple violations.
- Continue to implement the Age-Friendly Strategic Plan, including working with the Age-Friendly Task Force to support ageism trainings and activities to address social isolation.
- Develop a comprehensive Master Plan for the Terra Linda Park and Community Center that will guide future site improvements and enhance the park and community center's role as a community resource.





# GOAL C: PUBLIC SAFETY

Prevent and respond to emergencies through essential facility improvements and community and organizational emergency readiness

The City provides a variety of ongoing services in this area, such as: emergency response, advanced life support care, wildfire and structure fire prevention, traffic enforcement, crime prevention, mental health outreach, disaster preparedness, community education, and vegetation management.

- Analyze the results and effectiveness of the Specialized Assistance for Everyone (SAFE) team three-year pilot and determine if/how it should be adjusted (e.g. hours of operation) to have the greatest impact on community members and develop funding feasibility to extend beyond the pilot program period of time.
- Improve service to the community by reducing emergency response times of priority 1 police calls to average of less than six minutes.
- Continue community conversations about how the police department can improve residents' feelings of safety in their neighborhoods and improve trust with the community.
- Conduct a comprehensive evaluation of the Advanced License Plate Reader (ALPR) technology to assess its effectiveness in reducing auto thefts and Part 1 crimes while ensuring privacy and equity considerations are addressed. Analyze crime trend data to measure the impact of ALPR technology on investigations and explore ways to mitigate potential biases and protect sensitive personal information.
- Conduct a detailed fire deployment study to ensure that the current needs of the community are being met and to prepare for future growth.
- Examine emergency medical services delivery in San Rafael to ensure the highest-quality care is provided and the appropriate resources are provided in a responsible and effective manner for increasing demands for service.
- Evaluate the financial feasibility of the paramedic tax revenues to address future needs, including an increase in elder care facilities.





## 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

The City provides a variety of ongoing services in this area, such as: road paving, park upkeep, drain clearing to prevent flooding, safe transportation options including biking, walking, and public transit, traffic signals, streetlights, and building maintenance to ensure functionality, safety, and accessibility.

- Evaluate and prioritize the Capital Improvement Program annually, including initiating grant-funded projects in 2023 (e.g. improvements to the Second Street and Fourth Street intersection).
- Improve transportation and safety in the Canal neighborhood by conducting a feasibility study of the Canal Multi-modal experience and Canal swing bridge incorporating recommendations from the Canal Community Based Transportation Plan.
- Actively participate in the decision-making process with the Golden Gate Bridge, Highway and Transportation District in relocating the San Rafael (Bettini) Transit Center.
- Coordinate with the TAM and the County of Marin in the analysis and implementation of Vision Zero, or equivalent, to eliminate all traffic fatalities and severe injuries while increasing safe, healthy, equitable mobility for pedestrians, cyclists, and all modes of traffic.
- Actively participate in the decision-making process with Transportation Authority of Marin (TAM), other agencies, and the community on the US 101/I-580 Multimodal and Local Access Improvement Project.
- Develop a comprehensive Storm Drain Master Plan that will include network upgrades, maintenance schedules, sea level rise planning, and requirements for new developments.
- Develop an inventory of City assets, including buildings, infrastructure, parks, lighting, open space and trees, and develop a strategic plan for asset management to identify and quantify unfunded liabilities and deferred maintenance costs. Engage community volunteers to support this effort.
- Reduce the City's greenhouse gas emissions by transitioning, where feasible, diesel and gasoline-powered vehicles to electric vehicles.
- Develop and adopt an updated Pedestrian and Bicycle Master Plan to improve connectivity, safety, and accessibility for pedestrians and cyclists.





# GOAL E: FOUNDATIONAL SERVICES

Maintain world-class/award-winning 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

The City provides a variety of ongoing services, such as: managing budgets, supporting local elections, maintaining public records, issuing business licenses, support for boards and commissions, professional services such as human resources, legal, finance, and digital services.

- Develop a civic engagement strategy and reestablish the City's Communications Team including coordination and strategy around Citywide communications, website content strategy, and best practices.
- Improve the user experience for the public by implementing a new, modern permit management system which will streamline processes for applicants and improve coordination of permit services across all City departments.
- Make recommendations to bring to the ballot the Municipal Code and San Rafael's Charter focusing on updating any outdated, confusing, or inaccurate language, and make them more accessible, understandable, and gender-inclusive.
- Enhance Performance Measurement through the co-development of dashboards and data tools for the Council policy focus areas, provide easy access to performance metrics, and enable data-driven decision-making by City departments. Evaluate which data sets can be added to our open data portal to increase transparency.
- Continue next phases of internal "Together San Rafael" efforts including improvements to: employee recognition, employee experience including onboarding and mentoring, and DEIB projects and trainings.
- Review and revise, as necessary, the City's notification and communication standards for projects going through the entitlement process, and consider different standards depending on the potential impact of the project on the community.
- Analyze new revenue alternatives and opportunities for future needs, including aggressively seeking grant funding.





# MEASURING PROGRESS

The City is implementing a performance measurement approach to track progress towards the priorities stated in this document. The goals of our performance measurement program are to:

- Track the City's progress on targets set in key policy areas
- Track the outcomes of activities conducted by the City
- Use the metrics and relevant data to help inform decision-making, progress towards our goals and objectives, and improve outcomes.

In 2022, the City Council approved 15 key metrics to track the City's progress towards the goals and objectives within the policy focus areas.

In FY 2022-2023, the City collected data related to each metric, established a baseline for the metric, and trendlines. Performance measurement dashboards were created and presented to Council through the budget and goal setting process. Summary findings and public dashboards are available on the City website.

[www.cityofsanrafael.org/performance-metrics](http://www.cityofsanrafael.org/performance-metrics)

Over the course of the next year we will continue to align metrics, targets, and goal setting to make sure the City is measuring the right things that show progress in key policy areas. Over the course of the next few years the City will:

- **Revise Metrics:** Evaluate and revise the current set of metrics to better capture the City's priorities, and develop a mapping of department goals and objectives to these metrics.
- **Choose targets:** Assign targets for each metric based on the estimated budget and staff time spent on related projects, and the relative importance of each of the goals and objectives
- **Integrate Performance Measurement into existing processes:** Leverage performance metrics and additional data to support staff, department directors, and Council in their decision-making to ultimately improve outcomes.





# INTENSITY - COST AND PEOPLE

## Goal A: Neighborhood and Economic Vitality

Goals	\$	👤
Create By-Right Affordable Housing Overlay Zone	\$\$	Ω
General Plan Implementation	\$\$\$	ΩΩΩ
Day Laborer Center Study	\$	Ω
Cannabis Program	\$	ΩΩ
Illegal Dumping Program	\$\$	ΩΩ
Downtown Precise Plan	\$\$	ΩΩ
Evaluate Residential Parking Permit Program	\$\$	ΩΩ

## Goal B: Quality of Life

Goals	\$	👤
Evaluate Residential Parking Permit Program	\$\$	ΩΩ
Pickleweed Park Enhancements	\$\$	ΩΩ
Park and Rec Master Plan	\$\$\$	ΩΩΩ
Pickleweed Branch Library	\$\$\$\$	ΩΩ
Replace playground at Peacock Gap Park	\$\$\$	ΩΩ
Update Smoking Ordinance	\$	Ω
Age-Friendly Strategic Plan	\$\$	ΩΩ
Terra Linda Park and Community Center Master Plan	\$\$	ΩΩ
Explore Construction of New Library	\$\$\$\$	ΩΩΩ

## Goal C: Public Safety

Goals	\$	👤
Analyze SAFE Pilot	\$\$	ΩΩ
Improve response times of police calls for service	\$\$	Ω
Evaluate alternative ambulance delivery models	\$	Ω
Evaluate License Plate Reader Tech	\$\$	ΩΩ
Auto Theft	\$	Ω
Conduct Fire Deployment Study	\$	Ω
Evaluate Paramedic Program	\$\$	ΩΩ

## Goal D: Public Assets

Goals	\$	👤
Canal Swing Bridge	\$\$\$	ΩΩ
Transit Center Relocation	\$\$	ΩΩ
101/580 Multimodal Project	\$\$	ΩΩ
Asset Inventory and Strategic Management Plan	\$\$\$	ΩΩ
Vision Zero	\$\$	ΩΩ
Storm Drain Master Plan	\$\$\$	ΩΩ
Building out electric fleet	\$\$\$	ΩΩ
Capitol Improvement Program	\$\$\$	ΩΩ
Pedestrian and Bike Master Plan	\$\$	ΩΩ

## Goal E: Foundational Services

Goals	\$	👤
Permit Management System Implementation	\$\$	ΩΩ
Civic Engagement Strategy	\$\$	ΩΩΩ
Municipal Code Update/City Charter Update	\$	Ω
Performance Measurement and Open Data	\$	Ω
Entitlement Process Standards	\$\$	Ω
Continue Together San Rafael Culture Work	\$	Ω

## Key

Description	Symbol
Under 50K	\$
51K to 150K	\$\$
151K to 300K	\$\$\$
Over 300K	\$\$\$\$
One department and/or low time intensity	Ω
Two departments and/or medium time intensity	ΩΩ
Three departments and/or high time intensity	ΩΩΩ
Several departments and/or very high time intensity	ΩΩΩΩ

## Economic Growth

Goals	\$	👤
Continue Together San Rafael Culture Work	\$	Ω
Economic Development Strategic Plan	\$\$\$	ΩΩΩ
Property Based Improvement Districts (PBID)	\$\$	Ω
Economic Recovery Initiatives	\$	Ω

## Diversity, Equity, Inclusion & Belonging (DEIB)

Goals	\$	👤
Additional Economic Development Revenue	\$	Ω
DEIB Training	\$\$\$	ΩΩΩ
Diversity, Equity, Inclusion & Belonging (DEIB) Strategic Plan	\$\$	ΩΩ
Resident Engagement Practices	\$\$	Ω
Police Department Independent Auditor	\$\$\$	ΩΩΩ
Language Resource Access Plan	\$\$	Ω
Equitable Public Safety Recruitment	\$	Ω
Interpretation for Meetings	\$\$	ΩΩ

## Housing & Homelessness

Goals	\$	👤
Implement the Housing Element	\$\$\$\$	ΩΩ
Renter Protections	\$\$\$\$	ΩΩΩΩ
Housing-Focused Shelter	\$\$\$\$	ΩΩΩΩ
Notices of Funding Availability (NOFA)	\$\$\$	Ω
Support Coordinated Entry	\$\$\$	ΩΩΩ

## Sustainability, Climate Change, & Disaster Preparedness

Goals	\$	👤
Adaptation Planning	\$\$\$\$	ΩΩΩΩ
Disaster Preparedness	\$\$	ΩΩ
SB1383 Implementation	\$\$\$\$	ΩΩ
Foodware Ordinance	\$	Ω
Electric Vehicle Strategy	\$\$\$	ΩΩ



# ACCOMPLISHMENT HIGHLIGHTS 2021-2023



San Rafael was named one of the three best cities in the United States to work for by Engaging Local Government Leaders (ELGL). Recognized as a top-performing city and having a great workplace culture.

Completed Fire Station 54 replacement and Fire Station 55 renovation projects to increase response times with modern equipment and enhance public safety and public assets.

Developed its first-ever Parks & Recreation Master Plan, which outlines a comprehensive and strategic approach to the development and maintenance of its parks and recreation facilities.

Opened a satellite parking services office at the Al Boro Community Center. Providing parking and code enforcement services helps to ensure that City services are accessible to a wider group of community members.

Replaced playground equipment and made ADA updates to Sun Valley Park, pursued grants for Pickleweed Park Enhancement project, and implemented new park bench/picnic table donation program.

Secured grant funding for the improvement of the Downtown and Pickleweed Branch libraries and launched the Library Modernization Project to enhance the libraries' infrastructure and services.

The Police Department and City conducted hybrid community meetings on policing in San Rafael with simultaneous Spanish and English interpretation to ensure all community members can participate. Creating a platform for open dialogue between law enforcement and the community to foster trust and understanding

Worked with community groups and students to map need and develop a lighting plan in the Canal neighborhood that has resulted in the addition of new lights and safer streets.

Launched the SAFE (Specialized Assistance for Everyone) Team, a new crisis response, prevention, and intervention program for the City's most vulnerable community members.

Approved funding and permits for affordable housing projects resulting in about 140 new affordable units, issued building permits for 147 new residential units, and approved 316 residential units through the planning entitlement process.

Created new policy to ensure that tenants, would receive relocation assistance following an emergency and also ensured all tenants were provided with the necessary relocation assistance as per the city's existing regulations.

Submitted the Housing Element to the Housing and Community Development Department for review and approval. The Housing Element, is a planning document that guides the city's approach to housing development and affordability.

Developed its first-ever Economic Development Strategic Plan to guide economic recovery policy and strategic initiatives to promote economic vitality.

Transformed the COVID-19 Temporary Emergency Parklet Program into the adoption and implementation of the Streetary Program, which improves public spaces and supports local businesses and restaurants.

Supported the formation and launch of the City's Public Art Review Board and partnered with the Downtown San Rafael Arts District to recertify Downtown as a California Cultural Art District.

Completed the Federal and non-Federal Dredging of San Rafael Canal to support emergency response during natural disasters and to benefit hundreds of local businesses that depend upon recreational activities, shopping, and economic vitality.

Developed a comprehensive emergency management plan to ensure the safety and wellbeing of the residents of San Rafael through the creation of the Emergency Operations Plan, EOC Handbook, and Hazard specific playbook.

Secured \$762,000 in grant funds for a community-driven sea level rise feasibility assessment project. Collaborated with County, Canal Alliance, and Multicultural Center of Marin to begin work on sea level rise feasibility assessment.




















Developed a climate adaptation plan as part of the General Plan-related efforts, outlined policy recommendations and adaptation strategies to build resilience and reduce the risk of climate-related disasters.

Made significant progress in drawing down wildfire risk in San Rafael through the Wildfire Action Plan Implementation and Marin Wildfire Prevention Authority (MWPA) participation.

The City demonstrated exceptional resilience in the face of the COVID-19 pandemic. With a swift and coordinated crisis response, the City acted as an emergency/crisis response team, expanded healthcare infrastructure, and prioritized widespread testing and vaccination campaigns. Additionally, the City provided crucial support to vulnerable communities, aided in business and economic recovery, ensured uninterrupted City services through the utilization of technology.
















## GOALS

<b>Goal A: Neighborhood and Economic Vitality</b>	Economic Growth	Diversity, Equity, Inclusion & Belonging (DEIB)	Sustainability, Climate Change & Disaster Preparedness	Housing & Homelessness
Create By-Right Affordable Housing Overlay Zone				
General Plan Implementation				
Day Laborer Center Study				
Cannabis Program				
Illegal Dumping Program				
Downtown Precise Plan				
Evaluate Residential Parking Program				














## GOALS

Goal B: Quality of Life	Economic Growth	Diversity, Equity, Inclusion & Belonging (DEIB)	Sustainability, Climate Change & Disaster Preparedness	Housing & Homelessness
Pickleweed Park Enhancements				
Park and Recreation Master Plan				
Pickleweed & Downtown Branch Library Improvements				
Replace Playground at Peacock Gap Park				
Update Smoking Ordinance				
Age-Friendly Strategic Plan				
Terra Linda Park and Community Center Master Plan				






## GOALS

Goal C: Public Safety	Economic Growth	Diversity, Equity, Inclusion & Belonging (DEIB)	Sustainability, Climate Change & Disaster Preparedness	Housing & Homelessness
Analyze SAFE Pilot				
Improve Response Times of Police Calls for Service				
Evaluate Alternative Ambulance Delivery Models				
Evaluate License Plate Reader Technology				
Auto Theft				
Conduct Fire Deployment Study				
Evaluate Paramedic Program				



## GOALS

Goal D: Public Assets	Economic Growth	Diversity, Equity, Inclusion & Belonging (DEIB)	Sustainability, Climate Change & Disaster Preparedness	Housing & Homelessness
Canal Swing Bridge				
Transit Center Relocation				
101/580 Multimodal Project				
Asset Inventory and Strategic Management Plan				
Vision Zero				
Storm Drain Master Plan				
Building Out Electric Fleet				
Capital Improvement Program				
Pedestrian and Bike Master Plan				



## GOALS

Goal E: Foundational Services	Economic Growth	Diversity, Equity, Inclusion & Belonging (DEIB)	Sustainability, Climate Change & Disaster Preparedness	Housing & Homelessness
Permit Management System Implementation	✓	✓	✓	✓
Civic Engagement Strategy		✓	✓	✓
Municipal Code Update/City Charter Update	✓	✓	✓	✓
Performance Measurement and Open Data	✓	✓		
Entitlement Process Standards	✓	✓		✓
Continue Together San Rafael Culture Work	✓	✓	✓	✓
Analyze New Revenue Opportunities	✓	✓	✓	✓





**SAN RAFAEL**

THE CITY WITH A MISSION

# CAPITAL IMPROVEMENT PROGRAM

FY 23/24 - 25/26



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**SAN RAFAEL**

THE CITY WITH A MISSION

Capital Improvement Program  
FY 2023-24 to FY 2025-26

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

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

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

The CIP seeks to balance the need to repair and replace existing assets and to deliver new assets where they are most needed considering available resources. The CIP reflects a process to identify and prioritize community values utilizing the core principles of *Together San Rafael*.

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

### CIP Process and Project Selection

Projects identified in the CIP are primarily driven by staff evaluation or engineering studies, public comments, and reports such as the 2040 General Plan, 2018 Bicycle and Pedestrian Master Plan (BPMP), the Facility Assessment Study, and the 2021 Downtown Precise Plan. City staff also receive input from community members, the City Council, Department Directors, and commissions such as the Parks and Recreation Commission to identify and include new projects.

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

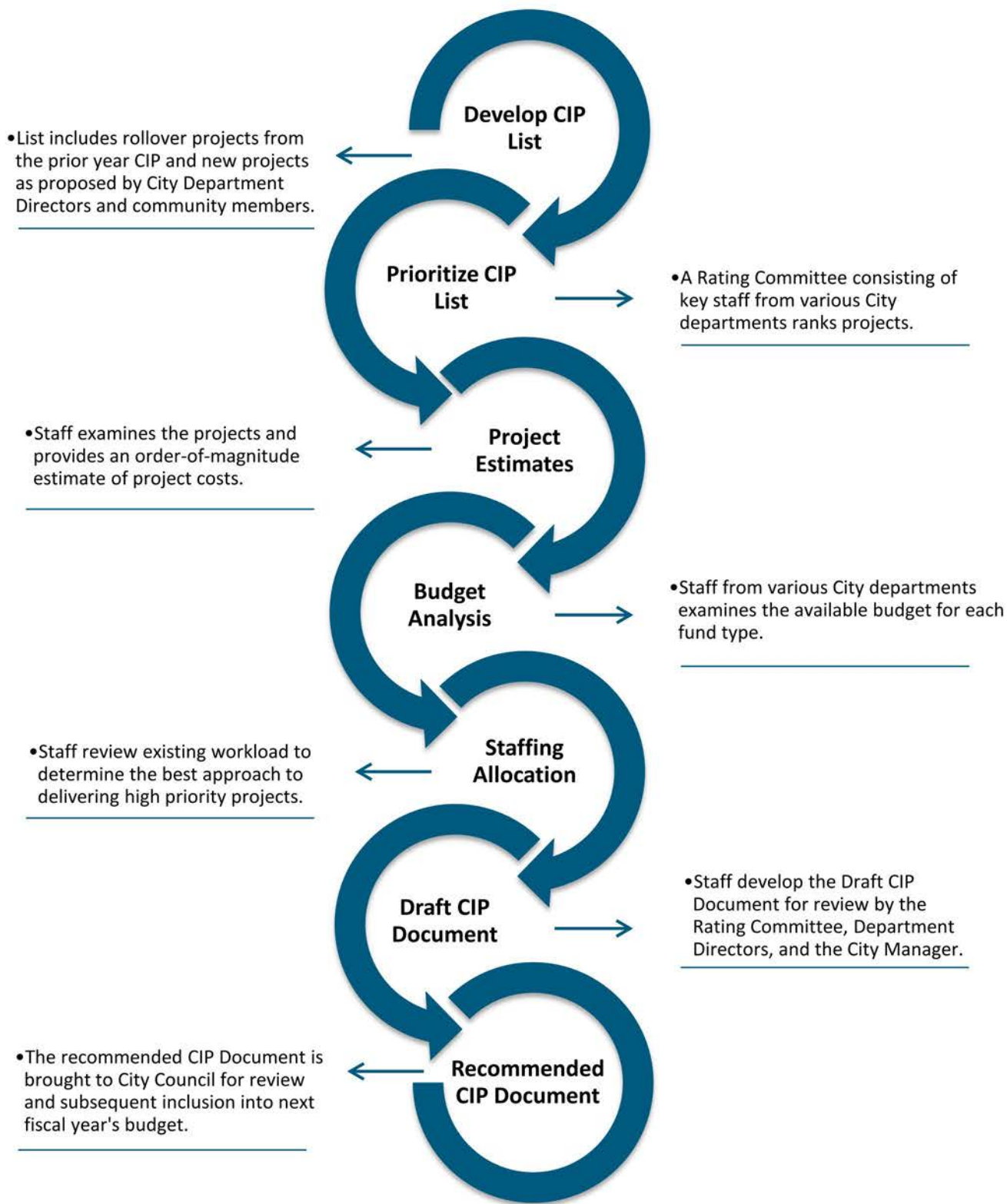


1. Health/Safety/Liability (35%) – Projects that are critical to public health and safety or significantly reduce the City’s risk of liability will receive a higher rating.
2. Priority Initiatives (20%) – This category assigns priority to projects based on the City’s goals, including projects that advance 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. As such, grant-funded projects will be rated higher to accommodate timely-use-of-fund requirements from the granting agency.
4. Maintain/Enhance Functionality (20%) – This category rates projects according to the importance and urgency of the proposed repair, rehabilitation, or replacement. Proposed maintenance that can be deferred will be rated lower than a pressing maintenance item associated with a critical City asset.

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

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







## Section II. Project Funding

### Fund Types

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

<b>Fund #</b>	<b>Fund Name</b>	<b>Description</b>
205	<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).
206	<b>Gas Tax; Measure AA; Senate Bill 1 Funds</b>	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 (distributed by Transportation Authority of Marin), 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.
208	<b>Childcare Fund</b>	Projects identified in the CIP as utilizing Childcare Funds are restricted to facility improvements at the City’s childcare centers.
235	<b>Baypoint Lagoon Assessment District</b>	The Baypoint Lagoons Lighting and Landscape District was formed to protect and enhance wildlife habitat and water quality in Baypoint (Spinnaker) Lagoon and the adjacent diked salt marsh.
236	<b>Loch Lomond Assessment District</b>	The Loch Lomond (Melo-Roos) Assessment District was established in 1992 to pay for the repair and maintenance of the stormwater system infrastructure in the District.
240	<b>Parkland Dedication</b>	This fund was established to account for long-term developer deposits used to acquire and increase capacity of the City’s park infrastructure.
241	<b>Measure A</b>	Measure A is a nine-year ¼ percent retail transactions and use tax that was passed in 2012 and renewed in June 2022. This tax is managed by the County of Marin. The purpose of the tax is 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 23-24 based on the recommendations provided in the 2023 Citywide Parks and Recreation Master Plan and through consultant with the Parks and Recreation Commission.



<b>246</b>	<b>Traffic Mitigation Fee</b>	Traffic Mitigation Fees are an impact fee charged to a developer in connection with the approval of a private land development project with the purpose of offsetting or subsidizing public improvements made necessary by the private development. The City utilizes Traffic Mitigation Fees for circulation-related projects identified in the 2040 General Plan. Fund 246 is a subset of Fund 206 projects. Due to limited available funds in Fund 246, projects that are eligible for both Fund 246 and Fund 206 have been ranked together under Fund 206 until additional funding is collected for Fund 246.
<b>420</b>	<b>Measure E</b>	Measure E was passed by San Rafael voters in November 2013 extending an existing 0.5% sales tax for 20 years and adding 0.25% (25 cents on a \$100 purchase). In February 2014, the City Council directed staff to set aside the revenues from the added quarter percent to fund public safety facilities improvements.
<b>501</b>	<b>Parking Services</b>	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.
<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.
	<b>Grants (various)</b>	The City actively seeks grant funding for capital projects and programs. Grant funding is available from regional, state, and federal agencies for safety, transportation, emergency response, and other types of projects.

## Fiscal Year 2023-24 Funding and Revenue Update

While some CIP projects are grant-funded, most are not and are paid for through Funds 205 (Stormwater), 206 (Gas Tax), 246 (Traffic Mitigation), and 603 (Building Maintenance). Within each of these fund types is an Operating Budget which consists of expenses related to maintenance of infrastructure, equipment purchasing, miscellaneous contractual services, Annual Programs, and other non-project related work. After deducting the Operating Budget from the total available funding in Funds 206, 246, and 603, staff allocated a 15-percent contingency of the remaining funds to provide a buffer for unanticipated expenses which may arise mid-year. Fund 205 does not include a contingency for FY 2023-24 as the estimated revenue for this fund may only be sufficient to cover the projected annual operating expenses.

In anticipation of the federal infrastructure funding distribution and several grant funding opportunities arising this next fiscal year, the City has set aside money in Fund 206 (Gas Tax) for priority projects in the funding tables. This money would be used for the city's financial match for unsecured grants.



Measure A Open Space Program was renewed by voters in June 2022; however, collection of revenue did not begin until October 1, 2022. The Measure A allocation for FY 2022-23 was lower than average, but the FY 2023-24 allocations are expected to return to historical levels.

Measure E has funded the improvements for several of City's aging essential facilities, including the construction of the Public Safety building and remodel of Fire Station 54 and 55. The Facilities Subcommittee and City staff will reconvene in FY 2023-24 to discuss and allocate funding for future essential facilities projects.



## FY 2022-23 Grant Activities

Grants are a critical component of the City's capital project funding. While some grant applications can be completed by a single staff member in a few days, others take months of cross-departmental coordination, extensive public outreach, and consulted expertise. Below is a list of the applications Public Works submitted 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. Each year Public Works receives around \$100,000 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. City staff applied for this grant to improve the Second Street and Fourth Street intersection, make transportation enhancements in the Canal Neighborhood, and to conduct Priority Development Area (PDA) studies in North San Rafael within the Northgate area and Southeast San Rafael within the Canal Neighborhood. 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.

### State

- **Land Water Conservation Fund (LWCF)** – After not receiving the State Park Program Round 4 grant during fall 2021 and spending six months of cross-departmental coordination and eight public outreach events, Public Works and Library and Recreation staff used data and findings from this extensive work to apply for the LWCF application for the Pickleweed Park Enhancement Project early in 2022. LWCF is a matching assistance program that grants agencies 50% of the cost of acquisition and/or development of outdoor recreation sites or facilities. The grant focuses on park access, multi-use parks for all age groups, public health, safety, beautification, and preservation. This application seeks about 45% of approximately \$9.2 million to convert the natural grass soccer fields to all-weather turf and install new recreation amenities. As of July 2022, California State Parks has recommended the Pickleweed Park Enhancement Project to the National Park Service for \$4,240,000 in LWCF grant funding. City anticipates hearing if the grant funding is approved by Summer/Fall 2023.
- **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 the 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.

- **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. In 2022 ATP released a request for projects that covered a four-year cycle, when past ATP cycles have been two years. The program also ensures that disadvantaged communities fully share in the benefits. In June 2022, staff applied for two ATP applications. After being unsuccessful for ATP in 2020, staff met with the granting agency to review the application for a pedestrian and bicycle bridge crossing the San Rafael Canal between Harbor Street and the Third Street/Embarcadero Way intersection. After this meeting the application was revised to request \$1,575,000 to fund the Project Approval and Environmental Document (PA&ED) phase. In addition, City staff applied for \$4,000,000 for the Canal Active Transportation Experience Improvements project which includes street lighting, sidewalk gap closures, curb ramp improvements, bicycle boulevard treatments, and secure bicycle parking. Both the San Rafael Canal Crossing and Canal Neighborhood Active Transportation Enhancements projects were recommended by MTC staff for funding in the 2023 Regional ATP which allocates funds over the next five fiscal years.

## Local

- **Clean California Local Grant Program (Clean CA)** – The Clean CA program provides funding to local communities to beautify and improve local streets and roads, tribal lands, parks, pathways, and transit centers. In May 2023, staff applied for about \$4 million to fund the improvements proposed as part of the Pickleweed Park Enhancements project. Caltrans will notify applicants of the funding award in September 2023.
- **San Francisco Bay Trail Project** – The Association of Bay Area Governments, 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. In April 2021, staff applied for \$225,000 in funds to subsidize the installation of bicycle facilities on Grand Avenue between Second and Third Streets, a segment that constitutes the upper reaches of the designated Bay Trail. The Bay Trail Steering Committee approved this project in October 2021. The City entered into a Construction Grant Agreement with the Association of Bay Area Governments for this project in August 2022.
- **Transportation Fund for Clean Air (TFCA) Grant:** The Transportation Authority of Marin (TAM) is the local administrator of the TFCA funds. In April 2021, TAM put out a call for projects. TFCA funds the implementation of ridesharing programs, purchasing clean fuel vehicles for transit operators, implementation and maintenance of local arterial traffic management,



congestion pricing, construction of bicycle facility improvement projects, and construction of projects that result in motor vehicle emission reductions. In April 2021, City staff applied for funding to extend the Grand Avenue cycle track north to Fourth Street and in Fall 2021, the City was notified they received \$335,000. The City is in the process of executing a grant funding agreement with the Transportation Authority of Marin for this project.

## Note Regarding “Unsecured Grant” in Funding Tables

The Project Funding Tables, found in Section VII of this document, illustrate which projects are planned to be completed with available funds within the next three fiscal years and include design/construction estimates for most projects. In some cases, a high-ranking project cannot be completed with available City funds thus necessitating that City staff secure additional funding through grants. Many factors govern whether sufficient grant funding can be obtained such as project eligibility, required local City matching funds, timely-spending requirements, maximum available grant funding, overall project competitiveness, etc. The note “Unsecured Grant” is used when a project cannot be completed with available City funds and staff is either actively pursuing grant funding or is seeking applicable grant opportunities that may become available in the future.

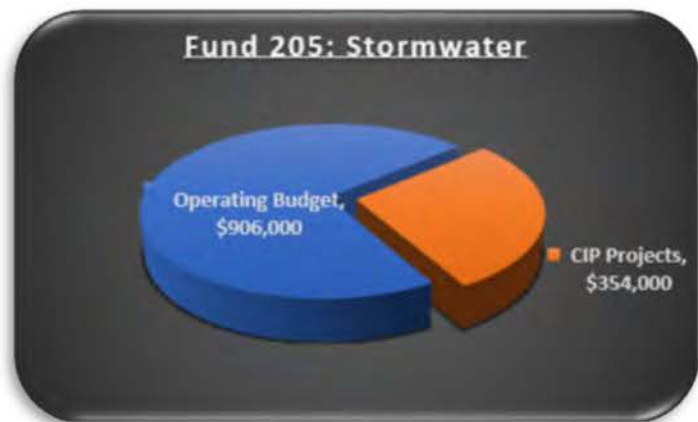


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## *Fund 205: Stormwater*

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<b>Fund 205 Total Available</b>	<b>\$1,260,000</b>
Operating Budget	\$906,000
CIP Projects	\$354,000
CIP Contingency	\$0



### Total Available Funds

The 205 Stormwater Fund receives approximately \$830,000 in annual revenues from the City's Stormwater Activity fee. The remaining funds from last fiscal year's operating budget and CIP projects will be carried over into FY 2023-24.

### Operating Budget

The Operating Budget for Fund 205 covers expenses incurred for the maintenance of the City's drainage system and primarily its stormwater pump stations. Expenses include pump and motor replacement at various stations, generator rentals, utilities, CMP pipe replacement, etc. Due to the past heavy rainy season, the operating expenses are anticipated to be greater than last fiscal year.

### CIP Projects and Contingency

The 205 Stormwater Fund pays for CIP projects that involve the improvement of the City's drainage infrastructure including storm drains, drainage basins, levees, and pump stations. Fund 205 does not include a contingency for FY 2023-24 as the projected operating expenses exceed the estimated annual revenue for this fund.



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## Fund 206: Gas Tax

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<b>Fund 206 Total Available</b>	<b>\$11,300,000</b>
Operating Budget	\$3,720,000
CIP Projects	\$3,340,000
CIP 15% Contingency	\$580,000
RMRA	\$3,660,000



### Total Available Funds

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

### Operating Budget

The Operating Budget for Fund 206 covers the costs of the City's CIP Annual Programs including the Sidewalk Repair Program, Sidewalk Remove & Replacement, and Pavement Management Program. Additionally, funds are also earmarked for the maintenance of local streets, traffic signals, miscellaneous contractual services, and partially cover the salaries of street maintenance staff.

As part of the Sidewalk Repair Program, the City shares a portion of the construction costs with property owners seeking to repair damaged sidewalks. The City also performs additional maintenance to repair sidewalks each year as part of the Sidewalk Remove & Replacement program. These repairs ensure pedestrian safety as well as compliance with ADA requirements.

### CIP Projects and 15% Contingency

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

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

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



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## *Fund 246: Traffic Mitigation Fee*

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<b>Fund 246 Total Available</b>	<b>\$1,575,000</b>
Operating Budget	\$400,000
CIP Projects	\$1,005,000
CIP 15% Contingency	\$170,000



### Total Available Funds

The 246 Traffic Mitigation Fund receives revenues from the Traffic Mitigation Fee charged to developers in connection with the approval of private land development projects. Designed as an impact fee, revenues aim to offset additional vehicular trips associated with a development by providing funding for high priority circulation improvements throughout the City identified in the General Plan. Since the fee is dependent on approved development, annual revenues vary widely from year to year and future revenues are largely unpredictable during the development of the CIP each Spring. Staff has estimated that \$350,000 in annual revenues are anticipated in each of the upcoming three years.

### Operating Budget

The Operating Budget for Fund 246 covers the cost of implementing the striping and pavement markings, citywide crosswalk improvements, Smart City implementation, traffic signal battery backups, and miscellaneous contractual costs associated with citywide signalization improvements.

### CIP Projects and 15% Contingency

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

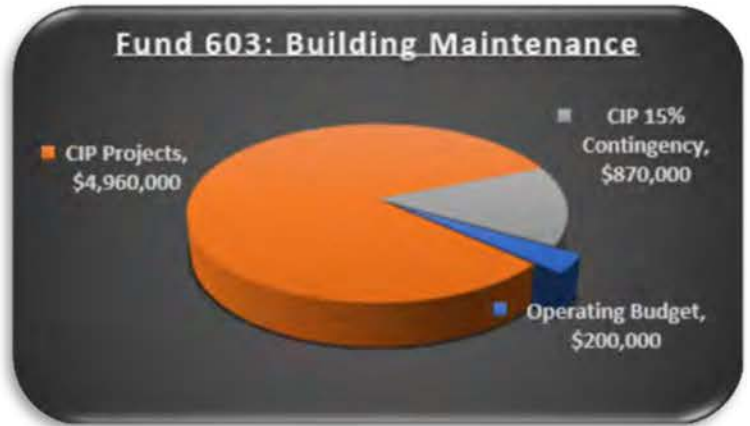


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## *Fund 603: Building Maintenance*

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<b>Fund 603 Total Available</b>	<b>\$6,030,000</b>
Operating Budget	\$200,000
CIP Projects	\$4,960,000
CIP 15% Contingency	\$870,000



### Total Available Funds

The 603 Building Maintenance Fund is an internal revenue fund supported by the City's General Fund. The budget for this fund is set at \$1,000,000 for FY 2023-24. Additional funding from prior year CIP projects has augmented the budget for this next fiscal year.

### Operating Budget

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

### CIP Projects and 15% Contingency

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



## Section III. FY 22/23 Completed Projects

### 2021/22 and 2022/23 Slurry Seal

The 2021/22 Slurry Seal project focused on roadways in the Glenwood, Loch Lomond, and Dominican neighborhoods. The 2022/23 Slurry Seal project focused on the Bret Harte and Canal neighborhoods as well as portions of Fourth Street and C Street. The two pavement preservation projects resurfaced over 20 miles of roadway in total with 330,000+ square yards of slurry seal and included restriping of pavement markings. Both projects were completed in Fall 2022.



### Bungalow and Woodland Resurfacing

The project included resurfacing Woodland Avenue from Bayview Street to Lindaro Avenue, concrete spot repairs for portions of Bungalow Avenue, and widening and resurfacing of Bungalow Avenue between Woodland Avenue to Picnic Avenue. Other project improvements included installation of curb ramps, striping crosswalks, and drainage improvements. This project was completed in Spring 2023.

### Fire Stations 54 & 55

As part of Phase II of the strategic plan approved in July 2015 for Measure E essential public safety facilities, Fire Stations 54 and 55 were replaced and remodeled to meet current state and local codes for the safety of the firefighters and the residents they serve, and to increase response times through upgrades to modern equipment. Both fire stations are equipped with an emergency generator to maintain uninterrupted operations during a major emergency. Additionally, a fueling pump was installed at Fire Station 55 to refuel vehicles on site.







## Manuel T Freitas Parkway Sidewalk Replacement

Large segments of sidewalk on the south side of Freitas Parkway between Montecillo Road and Las Gallinas Avenue were severely damaged due to uplift of tree roots. These sidewalk areas were identified for removal and replaced with approximately 4,300 square feet of new ADA-compliant, concrete sidewalk. Tree roots were removed as needed to prevent future uplifts in the sidewalk. This work was completed in Spring 2023 as part of the City's annual Sidewalk Remove and Replacement program.

## Parks and Recreation Master Plan

The Citywide Parks and Recreation Master Plan (CPRMP) is a critical tool for identifying community and infrastructure needs, prioritizing projects and funding allocation, developing parks and recreational programs, and creating a vision for the future. It also provides a foundation for the future development and maintenance of parks, recreation facilities, programs, and amenities. The CPRMP was completed and adopted in April 2023.



CITYWIDE PARKS AND RECREATION MASTER PLAN



## Spinnaker Point Drive Parking Modification

The existing parallel parking on the north side of Spinnaker Point Drive between Bahia Way and the crosswalk west of Portsmouth Cove were converted to angled parking by reconfiguring the roadway, narrowing the median, and realigning the sidewalk. The conversion resulted in 42 angled parking spaces, two of which are accessible parking spaces. Other improvements include new curb and gutter, widened sidewalk to enhance the pedestrian experience, and streetlights to improve visibility and safety of the area.



## Sun Valley Park Playground Improvements

New playground equipment and engineered wood fiber surfacing were installed to replace and enhance the outdated playground facilities at Sun Valley Park with funding received through Proposition 68 Per Capita grant. ADA improvements, such as repaved walkways, ramp installations, and an on-street accessible parking space, were also constructed to improve accessibility to the playground.





## Other Completed Projects

- **Bellam and Catalina Boulevard Stop Sign Installation**  
A stop sign was installed at the west leg of Bellam Boulevard and Catalina Boulevard intersection to provide traffic calming by slowing vehicular traffic and increasing pedestrian and bicycle safety. In addition to the stop sign, the maintenance crew also re-landscaped the median along Bellam Boulevard between Kerner Boulevard and Playa Del Rey to help beautify the neighborhood.
- **Canal Neighborhood Sidewalk Repair**  
Popular thoroughfares of Canal Street and Kerner Boulevard were identified for sidewalk maintenance repair, such as removing offsets to improve pedestrian safety and for ADA compliance.
- **Canal Neighborhood Street Lighting Improvements**  
Based on community feedback during the Canal Transportation Plan outreach discussions, there was a request to add lighting throughout the Canal Neighborhood. This project was completed in collaboration with PG&E and included adding light fixtures to existing electrical poles and replacing light bulbs with brighter LED bulbs.
- **Meyer Road Repair & Retaining Wall**  
The project restored a portion of the roadway surface along Meyer Road between Wolfe Grade and Southern Heights Boulevard. A new retaining wall was installed to stabilize the hillside adjacent to the road repair.
- **Mission Avenue Sidewalk Gap Closure**  
The project replaced the non-accessible sidewalk on the north side of Mission Avenue between B Street and E Street with over 4,000 square feet of new ADA-compliant, concrete sidewalk and two new accessible curb ramps.
- **Miscellaneous Storm Drain Repair Project**  
The city replaced old corrugated metal pipe and performed miscellaneous repairs identified by maintenance crews in a few locations in the city.
- **Stormwater Operations and Maintenance (annual project)**  
Maintenance of the City's 12 pump stations.
- **Sidewalk Repair Program 2022-2023**  
Working hand-in-hand with community members, buckling and unsafe sidewalks were replaced at many locations across the City. When necessary, trees were removed to accommodate installation of new sidewalks while reducing the possibility of future uplifting from tree roots.  
The City performed sidewalk shaving to remove offsets under 1.5 inches.



## Section IV. FY 23/24 Projects in Construction

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### San Quentin Pump Station Reconstruction

The San Quentin Pump Station Reconstruction project is constructing a new station to convey storm drain runoff from low-lying areas into the San Francisco Bay as well as rehabilitate the existing discharge pipe located between the station and the Bay. Construction began in Spring 2023.



### 2023 Storm Damage Projects

The heavy storm events from the Winter of 2023 damaged several roads within San Rafael. Some of the roads were partially or fully closed due to safety concerns. These projects include work to rehabilitate damaged roads, stabilize slopes and hillsides, and repair culverts. Staff are pursuing supplemental funding to support these projects through FEMA.



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## 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.



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## Third Street Rehabilitation

The City received major allocation from the Transportation Authority of Marin through the Measure A program to rehabilitate Third Street. In 2019, the City completed a Feasibility Study for Third Street corridor. Since then, the corridor has been subdivided into two City projects with this project covering Miracle Mile to Lindaro Street. The Third Street Safety Improvements project will make roadway improvements from Lindaro to Union. The intent of the improvements is to provide congestion relief and safety improvements along Third Street. Construction began in Winter 2022 and is anticipated to be complete in Summer 2023.



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## Third Street Safety Improvements

Funded in part by a Caltrans Highway Safety Improvement Program grant, this project will install new wheelchair ramps, modify traffic signals, install a new communications network, and rehabilitate the asphalt pavement. Construction began in Spring 2023.







## 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 coordination with utility companies and regulatory environmental agencies. Construction is anticipated for Fall 2023.



## Section V: Upcoming Projects; Project Description and Budget Details

### FUND 205: STORMWATER FUND

#### 205.1 — Rotary Manor Culvert Replacement

##### Project Information

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



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	205 Stormwater	\$175,000			
Construction	605 Liability Fund		\$1,000,000		
	<b>Subtotal</b>	<b>\$175,000</b>	<b>\$1,000,000</b>		
<b>Total Cost Estimate</b>		<b>\$1,175,000</b>			

#### 205.2 — Storm Drain Master Plan

##### Project Information

The city has aging infrastructure that is replaced on an as needed basis. The city plans to do a storm drain master 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 2023-24	FY 2024-25	FY 2025-26
Planning/Design	205 Stormwater		\$50,000		
	Special Project One-Time		\$250,000		
	<b>Subtotal</b>		<b>\$300,000</b>		
<b>Total Cost Estimate</b>		<b>\$300,000</b>			



## 205.3 — Bryn Mawr Drive Storm Drain Replacement

### Project Information

The damaged corrugated metal pipe requires replacement and will be realigned within the public right-of-way along Bryn Mawr Drive.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	205 Stormwater		\$15,000		
Construction	205 Stormwater		\$170,000		
	<b>Subtotal</b>		<b>\$185,000</b>		
<b>Total Cost Estimate</b>		<b>\$185,000</b>			

## 205.4 — Mission Avenue Storm Drain Infrastructure

### Project Information

A stormwater hydraulic evaluation will be performed to evaluate the capacity of the storm drain system running through/along Mission Avenue and assess the feasibility of realigning the system within the public right-of-way. The evaluation will provide recommendations for improving the storm drain system.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	Special Project One-Time		\$50,000		
Construction	205 Stormwater				
	<b>Subtotal</b>		<b>\$50,000</b>		
<b>Total Cost Estimate</b>		<b>\$50,000</b>			



## 205.5 — Francisco Boulevard West at Irwin Street Trash Rack

### Project Information

In 2018, the Sonoma-Marín Area Rail Transit (SMART) District closed Francisco Boulevard West to reconstruct the roadway in conjunction with installation of railroad tracks. The sidewalk installed at that time has since impacted City maintenance crews' ability to clean the trash rack at the intersection of Irwin Street. This project will implement changes to allow for better maintenance and flow of drainage waters.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	Grant (unsecured)				
Construction	Grant (unsecured)				
	<b>Subtotal</b>				
<b>Total Cost Estimate</b>		<b>\$</b>			

## 205.6 — MCSTOPPP: Kerner Pump Station Trash Capture Device

### Project Information

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 downstream of the Kerner Pump Station to remove trash before entering the San Francisco Bay. This project is partially funded through an Environmental Protection Agency (EPA) grant awarded to the County of Marin, who is partnering with the City of San Rafael to implement this project.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	205 Stormwater Grant: EPA	\$278,466 \$188,000			
Construction	Special Project One-Time Grant: EPA Grant: Caltrans (unsecured) Grant (unsecured)				\$1,000,000 \$409,000 \$600,000 \$5,441,000
	<b>Subtotal</b>	<b>\$466,466</b>			<b>\$7,450,000</b>
<b>Total Cost Estimate</b>		<b>\$7,916,466</b>			



## 205.7 — MCSTOPPP: 390 Canal Pump Station Trash Capture Device

### Project Information

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 2023-24	FY 2024-25	FY 2025-26
Planning/Design	205 Stormwater				
Construction	Special Project One-Time		\$1,000,000		
	<b>Subtotal</b>		<b>\$1,000,000</b>		
<b>Total Cost Estimate</b>		<b>\$1,000,000</b>			



## FUND 206: GAS TAX

### 206.1 — 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 2023-24	FY 2024-25	FY 2025-26
Planning/Design	206 Gas Tax		\$39,000	\$158,000	
	Grant: ATP Cycle 6		\$158,000	\$630,000	
Construction	206 Gas Tax				
	Grant: ATP Cycle 6				
<b>Subtotal</b>			<b>\$197,000</b>	<b>\$788,000</b>	
<b>Total Cost Estimate</b>		<b>\$985,000</b>			

### 206.2 — Lincoln Avenue Bridge Repairs

#### Project Information

The Caltrans Highway Bridge Program has designated funds to repair the Lincoln Avenue Bridge across Mahon Creek.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	206 Gas Tax				
Construction	206 Gas Tax				
	Grant: HBP (unsecured)				
<b>Subtotal</b>					
<b>Total Cost Estimate</b>		<b>\$</b>			



## 206.3 — Fairhills Drive / Bret Harte Slope Stabilization

### Project Information

This project consists of monitoring slope movement at Fairhills Drive and Bret Harte Road using inclinometers to determine the depth and rate of subsurface movement. Survey controls have also been placed in Fairhill Drive to measure displacement. The information gathered will be used to design and construct slope stabilization measures.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	206 Gas Tax		\$100,000		
Construction	206 Gas Tax Grant (unsecured)		\$150,000		
	<b>Subtotal</b>		<b>\$250,000</b>		
<b>Total Cost Estimate</b>		<b>\$250,000</b>			

## 206.4 — Canal Street Powerline Undergrounding

### Project Information

The PG&E Rule 20A program funds the undergrounding of overhead powerlines in locations that meet a set of criteria and was originally created to address aesthetic impacts of power lines. Canal Street meets the criteria of this program. The City has accrued over \$5 million in Rule 20A funding over the years. The City and PG&E plan to explore creating an undergrounding district and reviewing the feasibility of undergrounding on Canal Street.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	206 Gas Tax				
Construction	206 Gas Tax PG&E Rule 20A funding				\$500,000 \$5,800,000
	<b>Subtotal</b>				<b>\$6,300,000</b>
<b>Total Cost Estimate</b>		<b>\$6,300,000</b>			



## 206.5 — First Street at Mahon Creek Wall Repair

### Project Information

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



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	206 Gas Tax	\$16,000			
Construction	206 Gas Tax		\$200,000		
	<b>Subtotal</b>	<b>\$16,000</b>	<b>\$200,000</b>		
<b>Total Cost Estimate</b>		<b>\$216,000</b>			

## 206.6 — Second Street Multimodal Improvements

### Project Information

Second Street is a major thoroughfare through Downtown San Rafael. This project will consider ways to improve critical intersections including but not limited to pavement resurfacing, wheelchair ramps, and traffic signal upgrades with new communication equipment.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	206 Gas Tax	\$50,000			
Construction	206 Gas Tax Grant: HSIP (unsecured)				
	<b>Subtotal</b>	<b>\$50,000</b>			
<b>Total Cost Estimate</b>		<b>\$50,000</b>			



## 206.7 — Lincoln Avenue Rehabilitation

### Project Information

This project includes pavement resurfacing and 35 ADA compliant curb ramps with bulbouts along Lincoln Avenue from Mission Avenue to Prospect Drive where non-compliant ramps exist. In addition, additional streetlights, curb extensions and four rectangular rapid flashing beacons (RRFBs) will be placed at non-signalized pedestrian crossings across Lincoln Avenue at Wilson Court, Grand Avenue, Pacheco Street and Paloma Avenue.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	206 Gas Tax	\$20,000			
	206 Gas Tax: RMRA		\$100,000		
Construction	206 Gas Tax: RMRA			\$250,000	
	Grant: HSIP Grant: HSIP (unsecured)				
<b>Subtotal</b>		<b>\$20,000</b>	<b>\$100,000</b>	<b>\$250,000</b>	
<b>Total Cost Estimate</b>		<b>\$370,000</b>			

## 206.8 — Woodland Avenue Pedestrian Improvements

### Project Information

Adjacent to 132 Woodland Avenue is a wood retaining wall that supports an asphalt pedestrian sidewalk. The retaining wall has deteriorated and needs replacement to ensure the pedestrian sidewalk is functional. This project will review retaining wall alternatives, construct a concrete sidewalk, curb, gutter, and other safety improvements in this location. Resurfacing of the roadway contiguous with the sidewalk improvements will be considered.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	206 Gas Tax				
Construction	206 Gas Tax				
<b>Subtotal</b>					
<b>Total Cost Estimate</b>		<b>\$</b>			



## 206.9 — 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 will be 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 2023-24	FY 2024-25	FY 2025-26
<b>Planning/Design</b>	206 Gas Tax	\$135,000			
<b>Construction</b>	206 Gas Tax Grant: (Unsecured)		\$1,800,000 \$3,051,000		
	<b>Subtotal</b>	<b>\$135,000</b>	<b>\$4,851,000</b>		
<b>Total Cost Estimate</b>		<b>\$4,986,000</b>			

## 206.10 — Southern Heights Boulevard at Courtright Road Retaining Wall

### Project Information

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



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
<b>Planning/Design</b>	206 Gas Tax	\$40,000			
<b>Construction</b>	605 Liability Fund		\$1,200,000		
	<b>Subtotal</b>	<b>\$40,000</b>	<b>\$1,200,000</b>		
<b>Total Cost Estimate</b>		<b>\$1,240,000</b>			



## 206.11 — 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 2023-24	FY 2024-25	FY 2025-26
Planning/Design	206 Gas Tax	\$50,000			
	Grant: ATP Cycle 6			\$1,575,000	
Construction	Grant (unsecured)				
	<b>Subtotal</b>	<b>\$50,000</b>		<b>\$1,575,000</b>	
<b>Total Cost Estimate</b>		<b>\$1,625,000</b>			

## 206.12 — Multi-Use Path Civic Center Station

### 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 2023-24	FY 2024-25	FY 2025-26
Planning/Design	206 Gas Tax				
Construction	206 Gas Tax		\$300,000		
	Grant (unsecured)		\$1,500,000		
	<b>Subtotal</b>		<b>\$1,800,000</b>		
<b>Total Cost Estimate</b>		<b>\$1,800,000</b>			



## FUND 241: MEASURE A – PARKS

### 241.1 — Pickleweed Park Enhancements/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 2023-24	FY 2024-25	FY 2025-26
Planning/Design	General Fund	\$375,000	\$215,000		
Construction	General Fund			\$2,210,000	
	Grant: LWCF (Unsecured)			\$4,240,000	
	Grant: Clean CA (Unsecured)			\$4,100,000	
	<b>Subtotal</b>	<b>\$375,000</b>	<b>\$215,000</b>	<b>\$10,550,000</b>	
<b>Total Cost Estimate</b>		<b>\$11,140,000</b>			

### 241.2 — Trails Existing Conditions & Feasibility Study

#### 241.2 Project Information

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



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	241 Measure A - Parks		\$100,000		
Construction	241 Measure A - Parks				
	<b>Subtotal</b>		<b>\$100,000</b>		
<b>Total Cost Estimate</b>		<b>\$100,000</b>			



## 241.3 — Albert Park Field Fencing

### 241.3 Project Information

The baseball field at Albert Park is well utilized by many teams. One project at this field is to install additional netting down the first and third base lines to ensure foul balls do not hit parked vehicles or children playing at the Parkside Children’s Center.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	603 Building Maintenance	\$10,000			
Construction	241 Measure A – Parks		\$285,000		
	Additional funds: unsecured		\$200,000		
	<b>Subtotal</b>	<b>\$10,000</b>	<b>\$485,000</b>		
<b>Total Cost Estimate</b>		<b>\$495,000</b>			

## 241.4 — Peacock Gap Park Improvements

### 241.4 Project Information

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



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	241 Measure A – Parks		\$130,000		
Construction	241 Measure A – Parks			\$500,000	
	Grant (unsecured)			\$200,000	
	<b>Subtotal</b>		<b>\$130,000</b>	<b>\$700,000</b>	
<b>Total Cost Estimate</b>		<b>\$830,000</b>			



## 241.5 — Terra Linda Park and Community Center Master Plan

### 241.5 Project Information

The Terra Linda Park and Community Center Master Plan was identified in the 2023 CPRMP 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 2023-24	FY 2024-25	FY 2025-26
Planning/Design	241 Measure A - Parks		\$150,000		
Construction	241 Measure A - Parks				
	<b>Subtotal</b>		<b>\$150,000</b>		
	<b>Total Cost Estimate</b>	<b>\$150,000</b>			



## FUND 246: TRAFFIC MITIGATION FUND

### 246.1 – Bicycle and Pedestrian Master Plan Update

#### Project Information

The heart of bicycle and pedestrian projects is a strong and robust master plan that provides a framework for future facilities. To this end, the City desires to update its 2018 master 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 2023-24	FY 2024-25	FY 2025-26
<b>Planning/Design</b>	246 Traffic Mitigation Grant: SS4A (unsecured)		\$200,000 \$800,000		
<b>Construction</b>	246 Traffic Mitigation				
	<b>Subtotal</b>		<b>\$1,000,000</b>		
	<b>Total Cost Estimate</b>	<b>\$1,000,000</b>			

### 246.2 — Grand Avenue (Second to Fourth Streets) Class IV Cycle Track

#### Project Information

The 2018 update to the City’s Bicycle and Pedestrian Master Plan includes the study and installation of a Class IV protected bicycle facility on Grand Avenue between Second Street and Fourth Street. A portion of this corridor is also the upper reaches of the San Francisco Bay Trail alignment between Second and Third Streets and has received Bay Trail funding.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
<b>Planning/Design</b>	206 Gas Tax	\$130,000	\$15,000		
<b>Construction</b>	206 Gas Tax		\$575,000		
	246 Traffic Mitigation Grant: SB1 LPP		\$81,000 \$656,000		
	Grant: SF Bay Trail		\$225,000		
	Grant: TFCA		\$335,000		
	<b>Subtotal</b>	<b>\$130,000</b>	<b>\$1,887,000</b>		
	<b>Total Cost Estimate</b>	<b>\$2,017,000</b>			

## FUND 603: BUILDING MAINTENANCE

### 603.1 — Childcare Portable Building Replacement (Pickleweed)

#### 603.1 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 2023-24	FY 2024-25	FY 2025-26
Planning/Design	208 Childcare	\$25,000			
	603 Building Maintenance		\$55,000		
Construction	603 Building Maintenance		\$1,200,000		
	<b>Subtotal</b>	<b>\$25,000</b>	<b>\$1,255,000</b>		
<b>Total Cost Estimate</b>		<b>\$1,280,000*</b>			

\* Approximate cost for replacement

### 603.2 – Albert J. Boro Community Center: Fire water lines BFP installation

#### 603.2 Project Information

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.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance		\$100,000		
	<b>Subtotal</b>		<b>\$100,000</b>		
<b>Total Cost Estimate</b>		<b>\$100,000</b>			



## 603.3 – Building Maintenance Master Plan

### 603.3 Project Information

The Facility Assessment Study identified deficiencies within several City facilities. The Master 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 2023-24	FY 2024-25	FY 2025-26
<b>Planning/Design</b>	603 Building Maintenance		\$200,000		
<b>Construction</b>	603 Building Maintenance				
	<b>Subtotal</b>		<b>\$200,000</b>		
<b>Total Cost Estimate</b>		<b>\$200,000</b>			

## 603.4 – Albert J. Boro Community Center: Leveling

### 603.4 Project Information

The Albert J. Boro Community Center was built on softer soils near the San Francisco Bay which have resulted in the building settling over time. The proposed project will level portions of the building that have settled.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
<b>Planning/Design</b>	603 Building Maintenance	\$10,000			
<b>Construction</b>	603 Building Maintenance		\$150,000		
	<b>Subtotal</b>	<b>\$10,000</b>	<b>\$150,000</b>		
<b>Total Cost Estimate</b>		<b>\$160,000</b>			

## 603.5 – Albert J. Boro Community Center: Multipurpose Room Flooring Replacement

### 603.5 Project Information

Based on building settlement, heavy use, and issues with the method of cleaning the floors, the Albert J. Boro Community Center multi-purpose room flooring, and subflooring needs replacement. This project would be installed after the leveling and jack replacement project.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
<b>Planning/Design</b>	603 Building Maintenance				
<b>Construction</b>	603 Building Maintenance		\$200,000		
	<b>Subtotal</b>		<b>\$200,000</b>		
<b>Total Cost Estimate</b>		<b>\$200,000</b>			

## 603.6 – Albert J. Boro Community Center: HVAC and Roofing

### 603.6 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 2023-24	FY 2024-25	FY 2025-26
<b>Planning/Design</b>	603 Building Maintenance				
<b>Construction</b>	603 Building Maintenance		\$225,000		
	<b>Subtotal</b>		<b>\$225,000</b>		
<b>Total Cost Estimate</b>		<b>\$225,000</b>			



## 603.7 – City Hall/Library Fire Sprinkler System Feasibility Study

### 603.7 Project Information

City Hall and the downtown library are older buildings that were built before codes required fire sprinkler systems. This feasibility study would look at what would be required to add fire sprinklers to meet current codes and standards.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	603 Building Maintenance		\$75,000		
Construction	603 Building Maintenance				
	<b>Subtotal</b>		<b>\$75,000</b>		
<b>Total Cost Estimate</b>		<b>\$75,000</b>			

## 603.8 – City Hall: HVAC Replacement

### 603.8 Project Information

After many years of use, the heating, ventilation, and air conditioning (HVAC) systems within areas of City Hall need to be replaced, including the main controller.

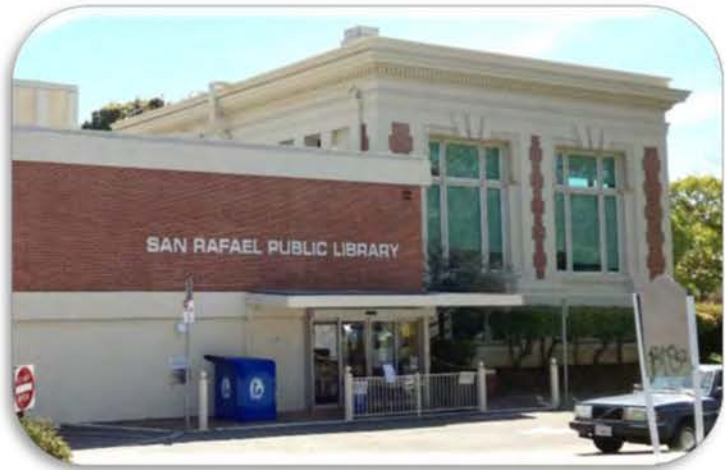


	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance		\$100,000		
	<b>Subtotal</b>		<b>\$100,000</b>		
<b>Total Cost Estimate</b>		<b>\$100,000</b>			

## 603.9 – Downtown Library Modernization

### 603.9 Project Information

The Downtown Library Modernization project will include renovations to enhance functionality and usability of the facility for patrons and staff. Project improvements include ADA and life-safety upgrades, adding additional bathrooms, and addressing aging infrastructure. 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.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
<b>Planning/Design</b>	Memorial/Donation Funds	\$70,000	\$350,000		
<b>Construction</b>	Grant: State Library		\$1,000,000		
	Grant: Building Forward		\$1,000,000		
	Memorial/Donation Funds		\$580,000		
	<b>Subtotal</b>	<b>\$70,000</b>	<b>\$2,930,000</b>		
<b>Total Cost Estimate</b>		<b>\$3,000,000</b>			

## 603.10 — Pickleweed Library Improvements

### 603.10 Project Information

The Pickleweed Library project will redesign and renovate the facility to create accessible staff space, increase public space, create gender neutral restrooms, and improve means of egress.



	Funding Source	Prior Funding	FY 2023-24	FY 2024-25	FY 2025-26
<b>Planning/Design</b>	Memorial/Donation Funds		\$200,000		
<b>Construction</b>	Grant: Building Forward		\$1,000,000		
	Memorial/Donation Funds		\$800,000		
	<b>Subtotal</b>		<b>\$1,000,000</b>		
<b>Total Cost Estimate</b>		<b>\$1,000,000</b>			



# Section VI: Rating Categories and Project Rankings

# Project Rating System

FUNDING SOURCE	PROJECT NAME	RANK SCORING 1 to 10	Health / Safety / Liability	Priority Initiative	Time- Sensitive Funds	Maintain / Enhance Functionality
			35%	20%	25%	20%
205 Stormwater	East San Rafael Shore Feasibility Assessment	8.8	10	10	5	10
205 Stormwater	Rotary Manor Culvert Replacement	7.5	10	10	0	10
205 Stormwater	Storm Drainage Master Plan	7.5	10	10	0	10
205 Stormwater	City Adaptation Plan	7.5	10	10	0	10
205 Stormwater	San Quentin Pump Station: Reconstruction	7.1	10	8	0	10
205 Stormwater	Bryn Mawr Dr Storm Drain Replacement	6.8	9	8	0	10
205 Stormwater	Mission Ave Storm Drain Infrastructure (SRHS)	6.6	9	8	0	9
205 Stormwater	Francisco Blvd West at Irwin St: Trash Rack	6.4	9	6	0	10
205 Stormwater	MCSTOPPP: Kerner Pump Station Trash Capture	6.3	7	8	5	5
205 Stormwater	Pump Station Generators (portable)	6.0	8	8	0	8
205 Stormwater	Annual Permitting	6.0	8	7	0	9
205 Stormwater	390 Canal Pump Generator Replacement	5.8	6	5	5	7
205 Stormwater	MCSTOPPP: 390 Canal Pump Station Trash Capture	5.8	7	8	3	5
205 Stormwater	MCSTOPPP: N. Francisco Pump Station Trash Capture	5.8	7	8	3	5
205 Stormwater	MCSTOPPP: Rossi Pump Station Trash Capture	5.8	7	8	3	5
205 Stormwater	MCSTOPPP: Redwood Hwy	5.8	7	8	3	5
205 Stormwater	MCSTOPPP: San Quentin Pump Station Trash Capture	5.8	7	8	3	5
205 Stormwater	121 Irwin St Erosion Control	4.4	5	4	0	9
205 Stormwater	Las Casas Drainage Basin Repair	4.2	5	5	0	7
205 Stormwater	Piombo Pump Station: Electrical Panel Replacement	4.0	4	5	0	8
205 Stormwater	Cayes Pump Station Control System	3.4	5	3	0	5
205 Stormwater	Spinnaker Point Salt Marsh Remediation (Conceptual Design)	1.7	2	3	0	2



# Project Rating System

FUNDING SOURCE	PROJECT NAME	RANK SCORING 1 to 10	Health / Safety / Liability	Priority Initiative	Time- Sensitive Funds	Maintain / Enhance Functionality
			35%	20%	25%	20%
206 Gas Tax	Canal Active Transportation Experience Improvements	6.8	9	9	0	9
206 Gas Tax	North San Pedro Medians at SMART Railroad Crossing	6.6	9	8	0	9
206 Gas Tax	BPMP Rank-2: Project F-12 Bellam Blvd- Andersen to Baypoint	6.5	10	10	0	5
206 Gas Tax	Canal Transportation Plan Draft: Street lighting	6.4	8	9	0	9
246 Traffic Mitigation	Bike & Ped Master Plan: Update	6.4	8	10	0	8
206 Gas Tax	Lincoln Ave Bridge Repairs	6.2	7	7	3	8
206 Gas Tax	Fairhills Dr / Bret Harte Rd Slope Stabilization	6.2	9	7	0	8
206 Gas Tax	Canal St Powerline Undergrounding	6.1	7	9	0	9
246 Traffic Mitigation	Grand Ave (Second St to Fourth St) Class IV Cycle Track	6.1	6	8	3	8
206 Gas Tax	First St at Mahon Creek Wall Repair	6.0	8	8	0	8
206 Gas Tax	Second St Multimodal Improvements	6.0	8	8	0	8
206 Gas Tax	Lincoln Ave Rehabilitation	6.0	8	8	0	8
206 Gas Tax	Woodland Ave Ped Improvements	5.8	8	8	0	7
206 Gas Tax	Spinnaker Point Dr Parking Modifications	5.7	6	10	0	8
206 Gas Tax	Fourth St/Second St at Miracle Mile & W Crescent	5.6	8	7	0	7
246 Traffic Mitigation	BPMP Rank-1: Project D-1 Downtown East-West connection:	5.6	8	6	0	8
206 Gas Tax	Mission Ave (B St to E St) Sidewalk Gap Closure	5.6	8	7	0	7
246 Traffic Mitigation	BPMP Rank-5: Project B-6 Class I on both sides Freitas from	5.5	7	7	0	8
206 Gas Tax	BPMP Rank-6: Project D-2 West Tamalpais Ave from Second	5.4	8	6	0	7
206 Gas Tax	Southern Heights Blvd at Courtright Rd: Retaining Wall	5.4	8	6	0	7
206 Gas Tax	Drainage Improvements: East St at Jessup St	5.4	8	5	0	8
246 Traffic Mitigation	BPMP Rank-14: Project D-21 Puerto Suello Pathway-	5.4	8	7	0	6
246 Traffic Mitigation	Catalina Blvd Traffic Calming	5.4	8	7	0	6
206 Gas Tax	San Rafael Canal Crossing Project	5.4	7	7	3	4
206 Gas Tax	Fourth St Curb Ramp Replacement	5.3	7	7	0	7
206 Gas Tax	Center St Resurfacing	5.1	5	5	3	8
206 Gas Tax	Drainage Improvements: C St from First St to Second St	5.1	6	6	0	9
206 Gas Tax	Los Gamos Rd at Oleander Dr Flood Warning System	5.0	8	7	0	4
206 Gas Tax	Redwood Hwy & Pro Center Pkwy Resurfacing	4.9	5	5	3	7
206 Gas Tax	Drainage Improvements: Bayview St	4.7	6	6	0	7
246 Traffic Mitigation	Fourth St Signal System Improvements: B St to Cijos St	4.7	6	7	0	6
206 Gas Tax	BPMP Rank-20: Project C-13 Miramar/First Street from Second	4.7	7	7	0	4
246 Traffic Mitigation	Point San Pedro & Loch Lomond mast arms	4.7	7	5	0	6
206 Gas Tax	Drainage Improvements: First St at D St	4.6	5	5	0	9
206 Gas Tax	Las Gallinas Channel Study	4.5	6	7	0	5
206 Gas Tax	Merrydale Rd (Puerto Suello Pathway to North San Pedro Rd)	4.5	6	7	0	5
206 Gas Tax	Embarcadero/Mission/Sea View/Mission/Marina Intersection	4.5	7	6	0	4

# Project Rating System

FUNDING SOURCE		PROJECT NAME	RANK SCORING 1 to 10	Health / Safety / Liability	Priority Initiative	Time- Sensitive Funds	Maintain / Enhance Functionality
				35%	20%	25%	20%
206	Gas Tax	BPMP Rank-3: Project C-12 D Street/C Street- feasibility study	4.5	7	5	0	5
206	Gas Tax	Drainage Improvements: Woodland Ave	4.4	5	5	0	8
206	Gas Tax	Bayview Retaining Wall	4.3	6	4	0	7
206	Gas Tax	Intersection Improvements: Irwin St & DuBois St	4.3	7	4	0	5
206	Gas Tax	BPMP Rank-7: Project A-19 Feasibility study: WB Class IV on	4.3	7	6	0	3
206	Gas Tax	BPMP Rank-8: Project A-17 North San Pedro Road Class I South	4.3	7	6	0	3
246	Traffic Mitigation	Intersection Improvements: Bellam Blvd & Andersen Dr	4.3	6	4	0	7
206	Gas Tax	Merrydale Northgate Promenade	4.2	5	7	0	5
206	Gas Tax	Drainage Improvements: Second St between C & E St	4.1	6	4	0	6
246	Traffic Mitigation	B St 2-Way Conversion (transfer to 206 Third St Rehab)	4.1	3	10	0	5
206	Gas Tax	Merrydale Pathway - South Connector Study	4.0	5	8	0	3
206	Gas Tax	Scenic Ave Debris Wall	4.0	5	4	0	7
246	Traffic Mitigation	Safe Routes to School: Davidson Phase 2	4.0	5	5	0	6
246	Traffic Mitigation	Merrydale Rd/Civic Center connection	4.0	5	5	0	6
206	Gas Tax	Fair Dr/Coleman Retaining Wall	3.8	5	3	0	7
206	Gas Tax	Francisco Blvd East Rehabilitation	3.6	5	3	0	6
206	Gas Tax	Riviera Dr Resurfacing	3.2	4	4	0	5
206	Gas Tax	Manderly Rd Medians	2.9	3	5	0	4
206	Gas Tax	BPMP Rank-9: Project D-5 Third Street: Grand Ave to East city	2.8	4	4	0	3
206	Gas Tax	Freitas Pkwy and Montecillo Intersection (K-rail Only)	2.7	6	3	0	0
206	Gas Tax	Drainage Improvements: Ross Valley/Terrace Ave	2.7	3	4	0	4
206	Gas Tax	BPMP Rank-4: Project D-20 Highway 101 undercrossing lighting	2.6	5	2	0	2
246	Traffic Mitigation	Grove Hill Estates Pedestrian Path Connection to Tamal Vista	2.5	3	4	0	3
206	Gas Tax	Drainage Improvements: Corrillo Dr	2.5	3	2	0	5
206	Gas Tax	Canal Bike-Ped Swing Bridge	2.4	1	7	0	3
206	Gas Tax	Intersection Improvements: Courtright Rd & Pearce Rd	2.3	3	3	0	3
206	Gas Tax	BPMP Rank-11: Project C-21 Fifth Ave Study parking occupancy	2.3	3	3	0	3
246	Traffic Mitigation	Ross Valley Drive and Fourth Street Traffic Signal	2.3	3	3	0	3



# Project Rating System

FUNDING SOURCE	PROJECT NAME	RANK SCORING 1 to 10	Health / Safety / Liability	Priority Initiative	Time- Sensitive Funds	Maintain / Enhance Functionality
			35%	20%	25%	20%
241 Measure A: Parks	Sun Valley Park Playground Improvements	7.2	7	7	7	8
241 Measure A: Parks	Pickleweed Park Enhancements/Field Renovation	6.4	7	10	3	6
241 Measure A: Parks	Park and Recreation Master Plan	6.2	8	9	0	8
241 Measure A: Parks	Albert Park Field Fencing	6.1	10	5	0	8
241 Measure A: Parks	Montecito Promenade	1.5	2	2	0	2
<b>Separator</b>						
501 Parking Services	Seismic Upgrades to Parking Structures at Third St/A St and	6.9	10	9	0	8
501 Parking Services	Seismic Upgrades to Parking Structure at Fifth Ave/C St	6.9	10	9	0	8
<b>Separator</b>						
603 Building Maintenance	Childcare Portable Building Replacement (Pickleweed)	7.7	9	9	3	10
603 Building Maintenance	A.J. Boro Community Center: Fire water lines BFP installation	7.5	10	10	0	10
603 Building Maintenance	Building Maintenance Master Plan	7.1	10	8	0	10
603 Building Maintenance	A.J. Boro Community Center: Leveling & jack replacement &	6.7	10	7	0	9
603 Building Maintenance	A.J. Boro Community Center: HVAC & Roofing Replacement	6.6	8	7	3	8
603 Building Maintenance	A.J. Boro Community Center: Multipurpose Room Flooring	6.6	8	9	0	10
603 Building Maintenance	City Hall/Library Fire Sprinkler System Feasibility Study	6.5	10	8	0	7
603 Building Maintenance	City Hall: HVAC Replacement	6.4	8	8	0	10
603 Building Maintenance	A.J. Boro Community Center: Rear Deck	6.2	8	7	0	10
603 Building Maintenance	Downtown Library: Bathroom Conversion	6.2	8	8	0	9
603 Building Maintenance	Downtown Library Modernization	6.2	7	8	3	7
603 Building Maintenance	Pickleweed Library	6.2	7	8	3	7
603 Building Maintenance	Fifth Ave/Garden Ln Parking Lot Resurfacing	6.0	8	8	0	8
603 Building Maintenance	Falkirk Cultural Center: ADA Improvements	6.0	9	7	0	7
603 Building Maintenance	City Hall Exterior Accessibility	6.0	8	8	0	8
603 Building Maintenance	San Rafael Community Center: Generator Hookup	5.7	7	7	0	9
603 Building Maintenance	Childcare Portable Building Replacement (Silveria/Lucas	5.3	7	7	0	7
603 Building Maintenance	City Hall: Server Room Sewer Repair	5.1	7	7	0	6
603 Building Maintenance	Terra Linda Pool House Electrical Upgrades	4.9	7	5	0	7
603 Building Maintenance	Parkside Preschool Playground Tent Replacement	4.9	7	5	0	7
603 Building Maintenance	Terra Linda Community Center: HVAC Replacement	4.7	6	5	0	8
603 Building Maintenance	San Rafael Community Center: Parking Lot Resurfacing	4.5	7	5	0	5
603 Building Maintenance	Las Gallinas Trail Pavement Rehabilitation	4.2	5	5	0	7
603 Building Maintenance	Court St Plaza Fountain Repair	2.1	2	2	0	5
603 Building Maintenance	Downtown Library: Children's Patio Enclosure	2.1	2	3	0	4

# Section VII: Project Funding Tables





Spinnaker Point Salt Marsh Remediation (Conceptual Design Only) Grant: Measure AA (Unsecured)	1.7				
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## Fund 206 - Gas Tax

Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2023-24		FY 2024-25		FY 2025-26	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Freitas Roundabout (funded by Caltrans)	In Construction		\$100,000		\$100,000		\$100,000		\$100,000
2023 Storm Damage Projects (Pearce, Bret Harte culverts) Grant: FEMA (Unsecured)	In Construction	\$70,000			\$300,000				\$1,200,000
Spinnaker Point Drive Post-Construction (i.e. bioretention and finish sidewalk) TAM Measure A, AA	In Construction				\$160,000				
B St Culvert Replacement SB1: Road Maintenance & Rehab Account (RMRA)	In Construction				\$600,000				
Canal Active Transportation Experience Improvements TAM Measure A, AA Grant: Secured ATP Cycle 6	6.8			\$39,000		\$158,000	\$630,000		
BPMP Rank-2: Project F-12 Bellam Blvd- Andersen to Baypoint Drive feasibility Class IV TAM Funded	6.5								
Bellam Boulevard Off-Ramp Project (Surface Component) TAM Measure A, AA	6.4						\$575,000		
Lincoln Ave Bridge Repairs Grant: Unsecured HBP	6.2								
Fairhills Dr / Bret Harte Rd Slope Stabilization Grant: Unsecured	6.2			\$100,000	\$150,000				
Canal St Powerline Undergrounding Grant: PG&E Rule 20A	6.1							Reevaluate Prioritization in FY 23-24	Reevaluate Prioritization in FY 23-24
First St at Mahon Creek Wall Repair	6	\$16,000			\$200,000				
Second St Multimodal Improvements SB1: Road Maintenance & Rehab Account (RMRA) Grant: Unsecured HSIP	6	\$50,000							
Lincoln Ave Rehabilitation SB1: Road Maintenance & Rehab Account (RMRA) Grant: HSIP Grant: Unsecured HSIP	6	\$20,000		\$100,000			\$250,000		
MCSTOPPP: San Quentin Pump Station Trash Capture Grant: EPA (Unsecured) Grant: Caltrans (Unsecured)	5.8								
Woodland Ave Ped Improvements SB1: Road Maintenance & Rehab Account (RMRA) TAM Measure A, AA Grant: Unsecured	5.8								
Fourth St/Second St at Miracle Mile & W Crescent SB1: Road Maintenance & Rehab Account (RMRA) Grant: Secured OBAG	5.6	\$135,000			\$1,800,000				\$3,051,000
BPMP Rank-6: Project D-2 West Tamalpais Ave from Second Street to Mission Ave- Class IV/ Marin Transit Funded Grant: Unsecured	5.4						\$100,000	\$200,000	
Southern Heights Blvd at Courtright Rd: Retaining Wall Fund 605: Liability Fund	5.4	\$40,000			\$1,200,000				
San Rafael Canal Crossing Project Grant: Secured ATP Cycle 6	5.4	\$50,000					\$1,575,000		
Multi-Use Path Civic Center Station TAM Measure A, AA Grant: Unsecured	5.4				\$300,000				\$1,500,000



↓ Unfunded Projects Listed Below ↓

BPMP Rank-14: Project D-21 Puerto Suello Pathway- implement lighting on Hill pathway	5.4				
Drainage Improvements: East St at Jessup St	5.4				
Fourth St Curb Ramp Replacement	5.3				
Drainage Improvements: C St from First St to Second St	5.1				
Los Gamos Rd at Oleander Dr Flood Warning System	5				
Redwood Hwy & Pro Center Pkwy Resurfacing	4.9				
Drainage Improvements: Bayview St	4.7				
Drainage Improvements: First St at D St	4.6				
BPMP Rank-3: Project C-12 D Street/C Street- feasibility study for Class IV or Class III+ north-south from Gerstle Park to downtown	4.5				
Las Gallinas Channel Study	4.5				
Merrydale Rd (Puerto Suello Pathway to North San Pedro Rd) Bicycle Facility Study	4.5	\$25,000			
Embarcadero/Mission/Sea View/Mission/Marina Intersection	4.5				
Drainage Improvements: Woodland Ave	4.4				
Bayview Retaining Wall	4.3				
Intersection Improvements: Irwin St & DuBois St	4.3				
BPMP Rank-7: Project A-19 Feasibility study: WB Class IV on North San Pedro Road from Los Ranchitos to Civic Center Drive	4.3				
BPMP Rank-8: Project A-17 North San Pedro Road Class I South side from Los Ranchitos to Civic Center Drive	4.3				
Merrydale Northgate Promenade	4.2	\$80,000			
Drainage Improvements: Second St between C & E St	4.1				
Merrydale Pathway - South Connector Study	4				
Scenic Ave Debris Wall	4				
Fair Dr/Coleman Retaining Wall	3.8				
Francisco Blvd East Rehabilitation	3.6				
Riviera Dr Resurfacing	3.2				
Manderly Rd Medians	2.9				
Freitas Pkwy and Montecillo Intersection (K-rail Only)	2.7				
Drainage Improvements: Ross Valley/Terrace Ave	2.7				
BPMP Rank-4: Project D-20 Highway 101 undercrossing lighting and public art (3rd, 4th, 5th,	2.6				
Drainage Improvements: Corrillo Dr	2.5				
Canal Bike-Ped Swing Bridge	2.4				
Intersection Improvements: Courtright Rd & Pearce Rd	2.3				







**RESOLUTION NO. 15222**

**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 2023-24**

**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 2023-2024, 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 \$665,000 for July 1, 2023 – June 30, 2024;

**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, 2023 - June 30, 2024, 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, 2023 to June 30, 2024.

**I, LINDSAY LARA**, Clerk of the City of San Rafael, hereby certify that the foregoing Resolution was duly and regularly introduced and adopted at a regular meeting of the City Council of said City held on Monday, the 5<sup>th</sup> day of June 2023, by the following vote, to wit:

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

  
LINDSAY LARA, City Clerk





## **Work Plan**

### **Measure A City, Town, and Applicable Special District Program Proposed Expenditure of Measure A Funds for July 1, 2023 to June 30, 2024**

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, 2023.
- 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:**

**Name:** Cristine Alilovich

**Title:** City Manager

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

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

**Phone:** (415) 485-3384

**E-mail:** cristine.alilovich@cityofsanrafael.org

**C. Total estimated funds for Fiscal Year 2022-23:**

<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 2022-23. (This information will be provided by Marin County Parks)</b>	<b>iii. Total estimated available funds for FY 22-23 (i + ii).</b>
\$ 191,000	\$ 549,878	\$ 740,878



**D. Recipient's Measure A Work Plan for Fiscal Year 2023-24:**

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	Peacock Gap Play Area Design	\$ 130,000	0	\$ 130,000
Park Planning	B	Terra Linda Park and Community Center Master Plan	\$ 150,000	0	\$ 150,000
Trail Planning	B	Trails Existing Condition & Feasibility Study	\$ 100,000	0	\$ 100,000
Field Improvements	B	Design and Construction for improved fencing at Albert Park Field	\$ 285,000	0	\$ 285,000
<b>Estimated Total</b>					<b>\$665,000</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



## RESOLUTION NO. 15223

### A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL APPROVING FISCAL YEAR 2023-24 GANN APPROPRIATIONS LIMIT AT \$179,385,992

**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, 2022 to January 1, 2023, 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 2023-2024 for the City of San Rafael at \$179,385,992 as documented in Exhibit A, and further establishes the 2023-2024 Appropriations Subject to the Gann Appropriations Limit at \$102,494,532 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 5<sup>th</sup> day of June 2023, by the following vote to wit:

AYES: COUNCILMEMBERS: Bushey, Hill, Kertz, Llorens Gulati & Mayor Kate

NOES: COUNCILMEMBERS: None

ABSENT: COUNCILMEMBERS: None



LINDSAY LARA, City Clerk



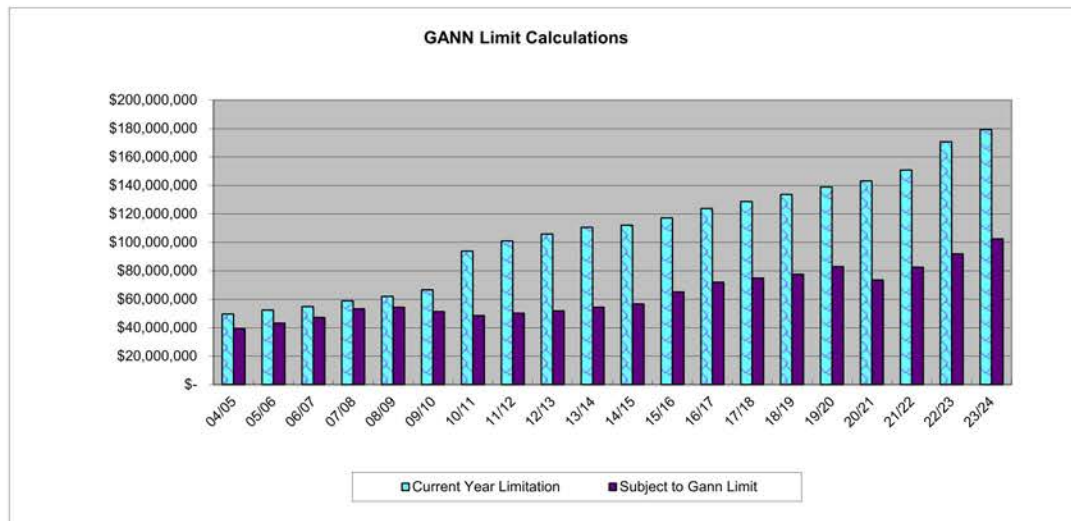
**GANN LIMITATION CALCULATION**  
Fiscal Year 2023-24

Fiscal Year	(A) Cost of Living		(B) Change in Population		Factor (Highest B X Highest A)	Prior Year Limitation	Current Year Limitation	Subject to Gann Limit	Variance Gann 'gap'
	California Per Capita Personal Income (Source: State)	Change in Assessment Roll for Nonresidential Construction (Source: County)	Change in Population for San Rafael (Source: State)	Change in Population for Marin County (Source: State)					
	Or	Or	Or	Or					
94/95						\$ 24,635,128	\$ 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	a 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	b 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	c 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	d 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	e 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

= 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 2023-24**

Total Appropriations	Fund #	2023-2024 Proposed Budget	Less Exempt Expenditures	Less Non-Tax Revenues	2023-2024 Appropriations Subject to Gann Limit
General Fund	001	\$ 94,797,412	\$ 930,435	\$ 14,197,952	\$ 79,669,025
Abandoned Vehicle Abatement Fund	200	175,720	1,456	165,000	9,264
Storm Water Fund	205	8,699,777	-	830,000	7,869,777
Emergency Medical Services Fund	210	9,693,072	178,443	3,631,100	5,883,529
Library Fund	214	4,120,000	-	2,934,914	1,185,086
Library Special Assessment Fund	215	1,628,626	14,058	-	1,614,568
Measure G - Cannabis	216	180,245	1,793	-	178,452
General Plan Special Revenue Fund	218	2,344,820	5,688	2,611,969	-
Recreation Revolving Fund	222	4,523,006	42,416	2,141,345	2,339,245
Police Youth Service fund	230	40,005	5	15,000	25,000
Measure A Open Space Fund	241	665,000	-	-	665,000
Measure C Wildfire Prevention Parcel Tax	242	2,449,469	71,696	-	2,377,773
Open Space Fund	405	-	-	-	-
LongTerm Capital Outlay (Excess of \$100K & 10yr Life)	N/A	-	-	-	-
General Fund Debt Service - Capital Outlays	N/A	5,243,728	4,565,915	-	677,813
<b>Total Appropriations</b>		<b>\$ 134,560,880</b>	<b>\$ 5,811,905</b>	<b>\$ 26,527,280</b>	<b>\$ 102,494,532</b>
					<b>\$ 179,385,992</b>
					<b>\$ 76,891,460</b>



**RESOLUTION NO. 15224**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL AMENDING  
RESOLUTION 14956 ESTABLISHING THE COMPENSATION FOR THE ELECTED CITY CLERK  
EFFECTIVE JULY 1, 2023**

**WHEREAS**, Resolution 14956 establishing the terms of compensation for the Elected City Clerk and Elected City Attorney for the period covering July 1, 2021 through June 30, 2024 was approved by City Council on July 19, 2021; and

**WHEREAS**, the City Clerk classification for the City of San Rafael is a full-time position performing all the duties of and serving in an Executive Director capacity; and

**WHEREAS**, the salary for this position should be aligned with the Executive Director compensation range;

**NOW, THEREFORE BE IT RESOLVED** that the City Council of the City of San Rafael hereby amends the compensation for the Elected City Clerk as follows:

Effective July 1, 2023:

<b>Step</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>
City Clerk	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625

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 the 5<sup>th</sup> day of June 2023 by the following vote, to wit:

**AYES: COUNCILMEMBERS: Bushey, Hill, Kertz, Llorens Gulati & Mayor Kate**

**NOES: COUNCILMEMBERS: None**

**ABSENT: COUNCILMEMBERS: None**



**LINDSAY LARA, CITY CLERK**

Mayor Colin, Council members

Cc: Clerk Lindsay Lara, DPW Director April Miller, City Manager Jim Schutz, DPW Analyst Stephen Acker

Bcc: San Rafael Tree Group

May 25, 2023

RE: June 5 Council Meeting FY23-25 Budget Consideration

Dear Mayor Colin and Councilmembers:

The San Rafael Tree Group is a coalition of local community and environmental leaders who have been working with the Department of Public Works for the past two years to improve the City's Street Tree Ordinance and implement other urban forestry programs in General Plan 2040.

We continue to advocate for an additional objective under Goal B of the City's draft Goals & Objectives FY 2023-25:

- **Develop a comprehensive Tree Master Plan and Tree Preservation Procedures implementing General Plan policies to protect, maintain, and expand San Rafael's tree canopy.**

We also recommend these underlined additions to clarify the tree-related objectives in Goals A and D:

**Goal A: Neighborhood and Economic Vitality**

"Prioritize the implementation of key General Plan 2040 programs, including neighborhood planning, economic vitality, tree inventory to guide other tree programs, and improving and preserving public assets."

**Goal D: Public Assets**

"Develop an inventory of City assets, including buildings, infrastructure, parks lighting, open space and trees, and develop a strategic plan for asset management to identify and quantify unfunded liabilities and deferred maintenance costs. The inventory of trees shall be sufficiently detailed to guide other General Plan 2040 tree programs."

Our goal is to assist the City in implementing General Plan policies and programs on tree management in a timely and comprehensive manner, which we also believe is the most cost-effective manner. We seek your commitment to proceed seamlessly from 1) a **tree inventory** that provides the necessary data for 2) the **tree ordinance**, 3) **tree preservation**, and 4) a **tree master plan** to guide implementation of 5) the remaining General Plan tree programs.

As always, our group remains ready to assist. Thank you.

Yours truly,

Amy Likover, Convener





May 30, 2023

Mayor Kate Colin and City Council Members  
City of San Rafael  
1400 Fifth Ave  
San Rafael, CA

*sent via email*

***RE: Regular Meeting of the City Council on June 5, 2023, agenda item for FY23-25 Goals and Objectives and Performance Metrics***

Mayor Kate and City Council members:

### **1) Street Tree Inventory**

The City has decided to develop an inventory of all assets, including the General Plan Program **CDP-3.5B Street Tree Inventory**, included in Goal A and D. The Street Tree Inventory should include all trees considered to be public assets, including trees located in our parks or publicly owned properties, medians, sidewalks and public right-of-ways.

We understand the reason for obtaining additional data is to determine where our public trees are located, including the size and species of the trees, and the condition of the trees, in order to care for and maintain these assets. General Plan 2040 contains policies for tree management, including tree preservation, removal and replacement. This goal should include the intention to manage our tree assets by advancing our tree management policies previously adopted in the General Plan, with the following suggested wording modifications:

#### **GOAL A: NEIGHBORHOOD AND ECONOMIC VITALITY**

- Prioritize the implementation of key General Plan 2040 programs to improve and preserve public assets, including neighborhood planning, economic vitality, and developing a tree inventory to guide and advance tree preservation, removal and replacement polices. ~~and improving and preserving public assets.~~

#### **GOAL D: PUBLIC ASSETS**

- Develop an inventory of City assets, including buildings, infrastructure, parks lighting, open space and trees, and develop a strategic plan for asset management to identify and quantify unfunded liabilities and deferred maintenance costs. Data collected from the tree inventory can guide and advance tree management policies described in General Plan 2040 regarding the preservation, removal, and replacement of trees.

### **2) Current process to remove Trees located in the Public right-of-way**

To remove a tree located in the public right-of-way, San Rafael only requires an encroachment permit, which is the same permit required to repair or replace a driveway, sidewalk or sewer lateral. The

encroachment permit does not require a description of the tree(s) being removed nor does it require an arborist's review or any other criteria to remove the tree. However, for property owners wanting to remove and replace a tree located in the public right-of-way as part of the sidewalk repair program, an arborist reviews the application and makes a determination.

All trees within the public right-of-way are public assets and need to be preserved and protected equally. We are suggesting the City adopt the same level of review for removal of all trees in the public right-of-way whether they are part of the sidewalk repair program or not. A case in point, the Valvoline business located at 1524 Second St paid \$246 for an encroachment permit to remove several mature Redwood trees located in the public right-of-way. Without any review by an arborist, the trees were removed, and the business then applied for the sidewalk repair program.

We suggest adding the following wording to:

**GOAL D: PUBLIC ASSETS**

- Require arborist review for the removal of all trees located in the public right-of-way.

Thank you for your consideration of our comments.

Sincerely,

Victoria DeWitt  
Emese Wood  
Tom Heinz  
Denise Van Horn  
Jeff Eader  
Maren Degraff  
Steve Thomson  
Jasmin Thomson  
Tim Bowen  
Anne Bowen  
Indira Guerrieri  
Tim Waddy  
Linda Lieberman  
Susan Bradford  
Peter & Leslie Marks  
Katherine Hale