



**SAN RAFAEL CITY COUNCIL AGENDA REPORT**

Department: Finance

Prepared by: Mark Moses,  
Finance Director

Bill Guerin,  
Director of Public Works

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

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**TOPIC: FINAL CITY-WIDE PROPOSED BUDGET FOR FISCAL YEAR 2017-2018**

**SUBJECT: RESOLUTION ADOPTING THE CITY OF SAN RAFAEL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2017-2018**

**RECOMMENDATION: ACCEPT REPORT AND ADOPT RESOLUTION AS PRESENTED**

**SUMMARY:** This report presents the final proposed City-wide budget for fiscal year 2017-2018. The operating budget was presented in preliminary form on May 1, 2017, for public and City Council review and comment following a Study Session on goals, strategies and objectives. Ongoing General Fund operational expenditures are supported by current period revenues, and the spending plans of all other funds are supported by projected revenues and accumulated resources in their respective funds. Proposed appropriations City-wide total \$111,578,822.

**BACKGROUND:** The purpose of this report is to provide the City Council and community with the proposed City-wide budget for fiscal year 2017-2018 which has been prepared for adoption based on the direction provided at the City Council Meetings of May 1, 2017, and May 15, 2017.

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 city residents. 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.

The City Council received an operating budget report and financial update at its meeting of April 19, 2017, and received a preview of the fiscal year 2017-2018 budget at that time. Staff then presented a more detailed preliminary budget on May 1, 2017. The City Council received a report on, and provided direction to the Capital Improvement Program at its meeting of May 15, 2017. These

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**FOR CITY CLERK ONLY**

File No.: 8-5 x 9-3-40.2

Council Meeting: 06/05/2017

Disposition: Resolution 14342

reports and discussions included the presentation of key fiscal issues and financial assumptions that shaped the development of this annual, City-wide budget.

The preliminary General Fund Operating budget for fiscal year 2017-2018 that was presented on May 1 marked the fifth consecutive year in which the planned ongoing expenditures for the year are fully covered by current projected revenues. In addition to funding the current operational service levels, the proposed budget includes provisions for City Council and community priorities such as reducing the impact of homelessness, massage ordinance enforcement, support for the Marin County Major Crimes Task Force, enhanced economic development, and partial participation in Marin Clean Energy's "Deep Green" program.

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

Following its review of the preliminary City-wide budget for fiscal year 2017-2018, the City Council directed staff to return with this budget for adoption.

This report will focus on the following:

1. Brief status of fiscal year 2016-2017 budget performance.
2. Proposed budget presented for all City funds for fiscal year 2017-2018.

**ANALYSIS:**

**FISCAL YEAR 2016-2017 - UPDATE**

**General Fund**

*Revenues:* The one significant change to fiscal year 2016-2017 revenues since the May 1, 2017 presentation to the City Council is the adding back of the previously disallowed Successor Agency annual reimbursement of \$190K to the City for pension obligations of the former Redevelopment Agency. As a result, projected year-end net results increase to \$337K.

*Expenditures:* As fiscal year 2016-2017 draws to a close, the General Fund-supported activities are performing within their respective budgets as amended by the City Council throughout the year. If operational savings are identified through the fiscal year-end process, we will return to the City Council for direction on the disposition of those funds.

**Other Funds**

The evaluation of other funds will continue, with recommended adjustments, if any, being presented to the City Council. At this time, no major adjustments are anticipated.

**FISCAL YEAR 2017-2018 CITY-WIDE BUDGET**

On May 1, 2017, the City Council held a Study Session to discuss their annual goals. The Goals and Strategies document attached to this report serves as a work plan for City staff for the upcoming fiscal year. Resources with which to accomplish the goals are incorporated into the proposed annual City-wide budget. The City Council also intends to have a Council Retreat in the coming months to discuss

their vision around a number of key City priorities such as homelessness, housing, the potential for a new library, and other topics.

### **HIGHLIGHTS**

- ❖ **Citywide Budget:** The total proposed FY2017-2018 expenditure budget for the City is \$111,578,822. This sum reflects all funds and operations for the City, including active capital projects. The Capital Improvement Program has new planned expenditures of \$9,302,301 for the year; formal appropriations for major projects will be made at the time of project and/or contract approval. Appropriations are supported by FY2017-2018 revenue and other sources projected at \$108,639,679 as well as by funds retained from previous periods for capital projects.
- ❖ **General Fund Budget:** The General Fund portion of the City budget is balanced in that FY2017-2018 appropriations, totaling \$78,888,946, are fully supported by FY2017-2018 General Fund revenues and transfers in, projected at \$78,080,787, and supplemented by planned uses of accumulated sources of \$1,271,000 for limited-term operational activities.
- ❖ **Program funding:** Included in the expenditure budgets are provisions for the following:
  - Employee retirement obligations are fully-funded in accordance with actuarially-determined contribution levels
  - The Homeless Initiative Program is incorporated into the FY2017-2018 budget
  - Major Crimes Task Force participation continues
  - Massage Ordinance Enforcement continues
  - Projected savings from solar projects are being used to support \$27,000 of additional costs associated with “Deep Green”.
- ❖ **State Budget Impacts:** As this staff report is being prepared, the State budget does not rely on any new actions that would have a significant impact on the City’s budget. The Governor did recently sign a bill to increase gas taxes and registration fees that will result in approximately \$1.5 million in additional gas tax funds over the next two years.

### **Economic Environment**

The California economy continues to recover from the recession. Although the 4.9% unemployment rate remains above the national average of 4.4%, it continues on a path towards convergence with the national average. Personal income has rebounded over the past few years, and the State continues to prosper from the flow of capital into the technology companies who are attracted to California. Over the past year, State revenues have lagged behind expectations. The recent surge in the stock market has breathed new life into the revenue forecast; however, capital gains are the State’s most volatile and unpredictable revenue source.

Notwithstanding the State’s \$10.1 billion in projected reserves, the Governor’s revised budget for the upcoming year includes a \$400 million deficit and major challenges persist. The “wall of debt”, which when pension and retiree medical liabilities are considered, reaches into the hundreds of billions of dollars.

Locally, the 3.0% Marin County unemployment rate is among the lowest in the State. According to the Marin Economic Forum, the County added 4,000 payroll jobs and gained approximately 250 payroll businesses in 2016. Real personal income is projected to grow at an average rate of 2.5% over the

next few years after inflation, and Marin County’s taxable sales per capita are the third highest in the State. Marin County median home prices are over \$1.3 million and continue to rise, while the recovery of commercial real estate has led to average rents increasing to \$2.80 per square foot.

**General Fund**

The City’s General Fund accounts for most of the major services to residents and businesses (such as police, fire suppression and prevention, planning, building, library, parks, streets, engineering, traffic enforcement and management, cultural programs). The General Fund operating-related appropriations for fiscal year 2017-2018 total approximately \$74.9 million.

In addition, \$4.0 million in non-operating transfers are anticipated for the San Rafael Essential Facilities project, funded by Measure E Transactions and Use Tax (TUT) revenues. An allocation of \$210K is estimated to maintain the Emergency and cashflow reserve at its target level. Finally, the City Council has directed the use of previously unallocated funds in the amount of \$1,271,000 for limited-term operating needs. These allocations are presented in Figure 2.

The following table (Figure 1) summarizes the detailed information provided in Exhibit I of the Resolution, and presents the proposed fiscal year 2017-2018 budget with a comparison to the projected ending performance for fiscal year 2016-2017. The proposed budget projects approximately \$2.8 million, or 3.7%, in additional resources and approximately \$2.7 million, or 3.8%, in additional uses, compared to the projected results of the current fiscal year.

*Figure 1*

<b>General Fund</b>	<b>Projected FY 2016-17</b>	<b>Preliminary FY 2017-18 (rounded)</b>	<b>\$ Change from previous year</b>	<b>% Change from previous year</b>
Revenues	\$73,878,000	\$76,724,443	\$2,846,443	3.9%
Transfers in	1,382,303	1,356,344		
<b>Total Resources</b>	<b>\$75,260,303</b>	<b>\$78,080,787</b>	<b>\$2,820,484</b>	<b>3.7%</b>
Expenditures	\$70,367,047	\$72,513,946	\$2,146,899	3.1%
Transfers out – operating	1,786,091	2,350,000		
<b>Total Operating Uses</b>	<b>\$72,153,138</b>	<b>\$74,863,946</b>	<b>\$2,710,808</b>	<b>3.8%</b>
<b>Operating Results</b>	<b>\$3,107,165</b>	<b>\$3,216,841</b>		
<b>Allocations/Use of fund balance</b>				
Measure E set-aside & SREF Capital Transfers	\$3,900,000	\$4,025,000		
Emergency reserve	320,000	210,000		
Purchase Order rollover	(140,923)			
Allocation of unassigned funds	(1,309,500)	(1,271,000)		
<b>Net After Allocations</b>	<b>\$337,588</b>	<b>\$252,841</b>		

*Figure 2*

<b>Program</b>	<b>Unassigned funds allocated to FY17-18</b>
One-time payments under MOU	<b>500,000</b>
Director of Homeless Planning & Outreach	<b>135,000</b>
Two additional police officers (2 ½ years)	<b>450,000</b>
Additional patrol on 4 <sup>th</sup> Street	<b>75,000</b>
MCCMC contribution for homelessness	<b>36,000</b>
Massage enforcement	<b>75,000</b>
<b>Total</b>	<b>\$1,271,000</b>

***Revenue Trends and Assumptions:***

*Sales Tax:*

After peaking above 10% during fiscal year 2014-2015, sales tax growth has plateaued during the past two years. With the assistance of the City’s sales tax consultants, recurring sales tax revenues are estimated to increase by 3.0% to \$21.1 million in fiscal year 2017-2018. Sales taxes account for 28% of General Fund revenues.

*Property Tax:*

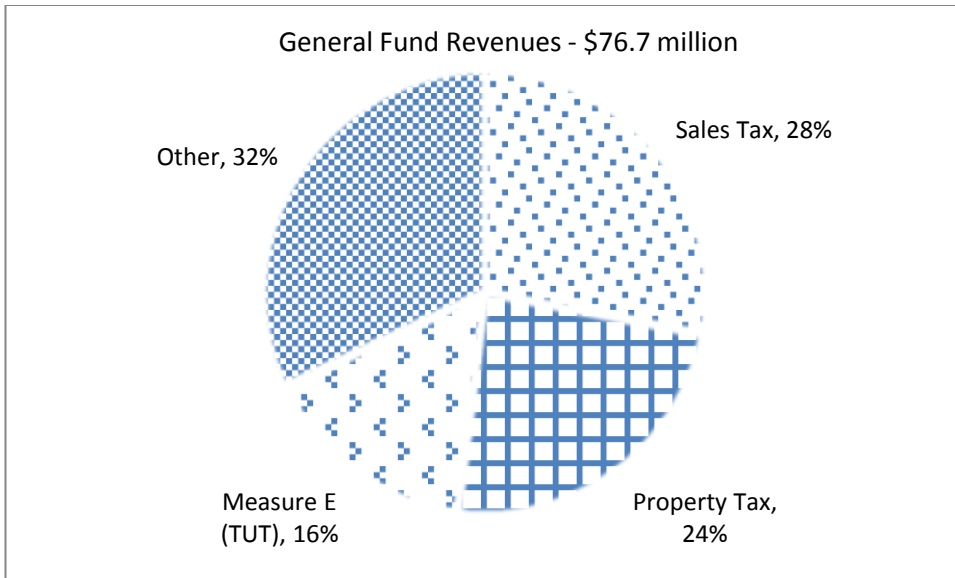
The City’s second largest tax generator is property tax. While the City did not experience the level of property value declines seen in other areas of the state, revenues have stagnated for the past several years. Based on the most recent county property tax roll information and property transfer tax trends, we are projecting an increase of 5.25% to \$18.8 million in fiscal year 2017-2018. Property taxes account for 24% of General Fund revenues.

*Transaction & Use Tax (Measure E):*

Revenues from this tax, which applies to most local retail sales are projected to reach \$12.1 million in fiscal year 2017-2018. One-third of these funds are allocated to public safety facilities construction and improvements. Measure E revenues account for 16% of General Fund Revenues.

*Other General Fund Revenues:*

Other revenues (including business tax, transient occupancy tax, development fees, Vehicle License Fee backfill, permits, and charges for services) are expected to experience moderate growth (i.e., 2- 4%) over the next year. These revenues account for 32% of the budget.



***Expenditure Trends and Assumptions:***

Expenditures are projected to grow by 3.5% in fiscal year 2017-2018. The annual expenditure plan includes provisions for continued support of the Homeless Initiative (detailed below), participation in the Major Crimes Task Force, and continued massage enforcement. The growth in expenditures is also fueled by increases in personnel costs, including step increases, contractual labor commitments, and a minor increase in the Marin County Employees Retirement Association (MCERA) employer contribution rate. MCERA pension contribution rates will increase in fiscal year 2017-2018 by less than one tenth of one percent of eligible payroll. With respect to the City-wide budget, MCERA contributions represent approximately 20% of total expenditures.

The Homeless Initiative was established in 2013 to fund homeless-related programs and activities recommended by the City Council’s Homeless Subcommittee and approved by the City Council. Since the initiative was created, it has supported a variety of successful initiatives, including Downtown Streets Team, the Homeless Outreach Team (HOT) program, and increased police patrols in the downtown. Fiscal year 2017-2018 marks the fifth full year of operations for fund, and the second full year in which the activity is reported in the City’s General Fund. Funding provisions include the Director of Homeless Policy and Outreach, ongoing mental health outreach, continued police patrols, post office boxes at the United States Postal Service, and the third and final \$36,000 installment to the Marin County Council of Mayors and Councilmembers Community Homeless Fund. A new contract for the Downtown Streets Team will be brought to the City Council prior to the expiration of the current contract on June 30, 2017.

**Other Funds**

***Successor Agency***

Prior to the State Legislature-initiated dissolution of the Redevelopment Agency in January 2012, City Council met as the Redevelopment Agency, and approved its annual budget as part of the City-wide budget process. Under the current legislation, the Successor Agency is not required to prepare an annual budget. Funding for the Successor Agency follows a different process specified in the new law:

Funding must be approved by the Successor Agency's Oversight Board and the California Department of Finance for six month periods. The economic development-related functions of the former Redevelopment Agency have been fully transferred to the City Manager's office. The San Rafael Successor Agency Oversight Board has approved the minimum allowable administrative expenses of \$250,000 annually for City staff time and other costs associated with the dissolution of the former Redevelopment Agency, although this amount is expected to be reduced in future years. Since the preliminary budget report on May 1, 2017, the State Department of Finance has reinstated the \$190,443 per year for the remaining portion of the repayment plan by which the Successor Agency had been reimbursing the City's General Fund for the unfunded pension obligations of former Redevelopment Agency employees. The \$55,778 per year that was being repaid for unfunded OPEB obligations continues to be disallowed.

*Capital Improvement Program (CIP)* In a separate report to the City Council presented during a City Council Study Session conducted on May 15, 2017, Public Works staff presented a three-year Capital Improvement Program for fiscal years 2017-2018 through 2019-2020. The Capital Improvement Program (CIP) is a planning document developed to identify and prioritize new construction projects and improvements to the City's infrastructure. The priorities identified have been coordinated with the other departments in San Rafael to ensure that all department needs are represented. The general categories within the CIP have been modified this fiscal year to reflect the following:

- City-Owned Properties (COP)
- Parks (P)
- Drainage (D)
- Right-of-Way (R/W)

Project selection and priority is based on recommendations by the Department Directors to accommodate high priority needs, which focused on life/safety, maintenance and repair, public and Council input, and other factors. Major projects in the fiscal year 2017-2018 CIP include the City Hall Re-roof, Albert Park improvements, Southern Heights Bridge Replacement, Third Street Improvements, and street resurfacing. The CIP projects in each category are identified as either Active or New. Active projects are projects that have been approved by Council in prior year CIP's, however they are anticipated to be executed within the next 3 year period, and New projects are identified as new to this year's CIP.

The document also highlights major projects that were completed within the last fiscal year. While staffing challenges, winter storm emergencies and large scale projects such as the Sonoma-Marin Area Rail Transit (SMART) and the Essential Facilities program have impacted the Department's ability to complete all projects initially identified for fiscal year 2016-2017, the department completed several major capital projects such as the Regional Transportation System Enhancement Project (RTSE), Terra Linda Community Center Pool House remodel, and major capital improvements at Rossi Pump Station. Smaller projects include City Solar Project at the Corporation Yard and at the Albert J Boro Community Center and City Wide Security System Upgrades.

A focus of this year's CIP presentation was a lack of adequate long term funding for both City owned property and Storm Water capital improvement projects. Nearly all of the City-Owned Property projects in the CIP are funded by the Building Maintenance Fund, an internal revenue utilized exclusively for the maintenance and improvement projects on City Owned Property. The General Fund has contributed \$500,000 to the Building Fund annually. On occasion, as additional funding is identified e.g. in the form of unspent General Fund allocations for other Public Works projects, one-time monies are transferred

into the Building Fund. Though this fund has built up a modest fund balance due to these additional allocations from the General Fund and deferred projects from prior years, it is anticipated that if all the projects in the fiscal year 2017-2018 CIP are executed, this fund will be in a deficit beginning fiscal year 2019-2020. The long-term capital and infrastructure improvement needs for City owned property far exceeds \$500,000 per year.

The Storm Water Fund also faces a long term funding shortfall. The fund receives \$850,000 in revenue per year from the City's Storm Water Runoff Activity Fee, a parcel assessment established in 1995 "to provide maintenance and repair of the city's storm water drainage facilities, to provide capital improvements to the City's storm drainage system, and to provide other clean storm water activities." (Municipal Code 9.40) Due to continuous use of pump stations during the rainy season, constant maintenance is required. The annual maintenance and operation of storm water pump stations costs \$880,000 per year. However, beyond the annual maintenance, the City's storm drain infrastructure (pump stations and drainage systems) face large capital improvement needs. For example, the San Quentin pump station rebuild is estimated at \$1.2 million, and there are numerous unfunded street drainage projects. As the Storm Water fund currently stands, with revenues equal to annual maintenance expenditures, there is no additional funding available for these large capital improvement projects. This presents a tremendous funding issue.

Due to the imminent need for funding of these drainage infrastructure projects in fiscal year 2017-2018, City Council concurred with the recommendation by staff on May 15 to redirect the annual \$500,000 General Fund contribution for the Building Maintenance Fund, to the Storm Water Fund. This one-time transfer of General Fund monies to the Storm Water Fund for fiscal year 2017-2018 is a short-term solution, as the Building Fund cannot forgo the \$500,000 in revenue from the General Fund for more than one fiscal year. Staff was also directed at the May 15 meeting to evaluate the current storm water activity fee to determine whether an increase is appropriate, and what the next steps would be to increase the fee.

The complete CIP is attached to this report.

#### *Special Revenue and Grant Funds*

These funds have restricted uses, based on their respective sources. One significant fund in this group is the Emergency Medical Services/Paramedic Fund (EMS), which was presented to the City Council on May 1, 2017, in order to establish the Paramedic Tax rates for fiscal year 2017-2018. The City Council approved a small increase in the Paramedic Tax rate for San Rafael, County Services Area #13, and County Services Area #19, to \$92 per residential living unit and 12.5 cents per non-residential building square foot. In the other area served, Marinwood CFD, rates will remain at the tax rate cap of \$85 per residential living unit and 11 cents per non-residential building square foot. The fund has planned expenditures of \$7.7 million for the upcoming fiscal year, of which \$4.7 million, or 60%, comes from the Paramedic Tax. The balance of the funding of this activity comes primarily from third-party recovery for emergency medical response and transport services.

The EMS fund is projected to accumulate approximately \$1.4 million in unallocated fund balance by June 30, 2017. Staff recommends that \$100,000 be allocated to capital improvements (e.g., temporary relocation of staff displaced by the need to renovate facilities used to deliver emergency medical services, replacement or upgrade to ambulance bays at fire stations, etc).



The Measure A Open Space Program is in its fifth year. Funding for this activity is primarily provided by a nine-year, county-wide sales tax that is managed by the County of Marin, with the City providing discretionary contributions as needed. The focus for fiscal year 2017-2018, for which \$466 thousand in revenues is projected, remains on recreational facility improvements and open-space enjoyment and safety. The fiscal year 2017-2018 Measure A – Open Space Workplan is was presented separately at the City Council meeting of May 15, 2017.

Measure D, the successor Library parcel tax to Measure C, is included in this group and will expand service levels, relative to those established under Measure C. 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 a 20% increase in revenues over Measure C that will support the expansion of books and periodical purchases, including ebooks; fund events and classes for all ages; and provide for supplementary technology supplies. The \$541 thousand in capital reserves established under Measure C will be preserved going forward. The allocation of these special tax proceeds is consistent with the long-term strategic recommendations presented by the Library Director in December 2012.

The Recreation and Childcare Funds, operated by Community Services are anticipating spending plans of \$4.8 million and \$4.0 million, respectively. Fee income covers approximately 65% of the Recreation budget, 100% of the Childcare budget and 75% of the Preschool program. During the year, both recreation and childcare will be implementing new registration software.

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

#### *Parking Fund*

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 over the next few years, in order to preserve these revenue-generating assets. In 2014, Public Works engaged an engineering firm to evaluate current conditions of the garage structures and provide recommendations for repair and maintenance items to be addressed. The study determined that the four city owned structures ( 3<sup>rd</sup>/Lootens, 3<sup>rd</sup>/A, 3<sup>rd</sup>/C, 5<sup>th</sup>/C) require significant structural repairs due to deferred maintenance. For example, it is estimated that one of the locations to be repaired, 3<sup>rd</sup>/Lootens, will cost approximately \$525,000. The operating budget for this fund is \$5.2 million.

#### *Internal Service Funds and Capital Replacement Funds*

These funds are used to manage services that are delivered within the organization. For example, computer replacement, employee benefits, workers compensation, general liability and vehicle replacement are funded via internal charges to the funds that utilize these respective services. These funds have sufficient resources to support services for fiscal year 2017-2018. The technology internal service fund and capital replacement funds (vehicles, City facilities) remain underfunded with respect to the City's long-term needs.

#### 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, 2016 and presented to and approved by the MCERA Board on March 8, 2017. This valuation was used to determine the contribution rates for fiscal year 2017-2018. The composite rate for the City of San Rafael will be 61.04 percent, a 0.08 percent increase from the current rate of 60.96 percent. The budgeted pension contribution for fiscal year 2017-2018 provides full funding for the required contribution. It should be noted that San Rafael, as a member of MCERA, is in a different pension system than most California cities which are in the Public Employees Retirement System or PERS. MCERA has been considerably more aggressive in funding its plan which is one of the factors that San Rafael's composite rate is high.

Staff believes that contribution rates are likely to be stable, or potentially drop, in fiscal year 2018-2019, as it appears that MCERA will meet the investment target of 7.25% in fiscal year 2016-2017. Unless there is a change to the assumptions regarding the investment return, relatively stable rates are expected for the next few years. The City has dedicated a portion of its employee retirement reserve to buffer the impact of unexpected increases. This reserve, which currently totals \$2.1 million, is also used to accumulate payments for debt service on the \$4.5 million pension obligation bonds, issued in 2010; and for supplementary payments to MCERA.

City-wide Summary

The following table summarizes the appropriations found in Exhibit II of the Resolution, which provides the schedule of consolidated fund activities for fiscal year 2017-2018.

*Figure 3*

<b>Fund</b>	<b>Sources (Revenues and Transfers)</b>	<b>Uses (Expenditures and Transfers)</b>
General Fund	\$78,080,787	\$78,888,946
General Plan	408,650	371,324
Special Revenue/Grant/Trust	24,834,144	25,726,466
Enterprise (Parking)	5,063,900	5,389,941
Internal Service / Capital Replacement	16,508,884	17,464,831
Assessment Districts	0	0
Misc Capital Project Funds	4,036,000	4,030,000
Adj for ISF Charges/Transfers	(20,292,686)	(20,292,686)
<b>City-wide Sub - Totals</b>	<b>\$108,639,679</b>	<b>\$111,578,822</b>
Use of fund balance	\$2,939,143	
<b>Totals</b>	<b>\$111,578,822</b>	<b>\$111,578,822</b>

Fund Balances and Reserves

All funds are projected to have a positive fund balance as of July 1, 2017, as well as June 30, 2018, under the proposed budget. General Fund Emergency Reserves are projected to increase from

\$6.8 million to \$7.0 million, or 10% of General Fund expenditures, maintaining the minimum target reserve levels. There are sufficient funds retained in the general liability and workers compensation reserves to fund projected claims in those respective areas.

## **STAFFING**

The City's current level of regular staffing, 392.95 FTE (full-time equivalent regular positions), is 12 percent below the peak of 445 FTE that was supported in fiscal year 2007-2008. The erosion of staffing levels has significantly reduced the City's organizational capacity, and leaves few resources available to proactively manage emerging issues, or to ensure smooth and consistent continuity of services. The management team has considered the impact of the severe restructuring on the City's ability to effectively and sustainably deliver services upon which the residents depend. To address the most severe capacity deficiencies while tempering long-term operating commitments, the City is currently using 11.06 full-time equivalent fixed-term positions.

Based on the direction provided at the City Council meeting of May 15, 2017, a regular 1.0 full-time equivalent position is being proposed for the Community Development Department. The new Senior Code Enforcement Supervisor / Code Enforcement Supervisor will retitle and revise an existing Code Enforcement Manager and former Code Enforcement Supervisor classification that have not been active since 2011. The revised, flexibly staffed positions are assigned to the mid-management unrepresented group, with a monthly salary range of \$7,657 to \$9,307 for the Senior Code Enforcement Supervisor and \$6,937 to \$8,432 for the Code Enforcement Supervisor. Due to recruitment difficulties in this industry, a flexibly staffed position is recommended so that the position can be filled at either level based on the candidate experience. This position is needed to oversee the Code Enforcement Division, which includes managing the Hotel and Apartment Inspection Program (HIP), zoning and building code enforcement, and the massage ordinance enforcement program (contracted service).

Due to significant challenges in recruiting highly qualified accountant staff, the Finance Department is also proposing to reorganize and reallocate several positions which do not require any additional resources. There is a widespread shortage of experienced governmental accountants relative to the demand across the state. Since February 2015, the Sr. Accountant position has been filled 60 percent of the time, while the Accountant I/II has been filled less than 40 percent. Both positions have not been filled at the same time since November 2015, and have been vacant for the past two months. The department proposes to reallocate a vacant 1.0 FTE Business License Examiner position and defund a 1.0 FTE Accountant I/II to create a second 1.0 FTE Accounting Manager to oversee budget and financial reporting. The existing full-time Accounting Manager position will be responsible for overseeing financial operations for the City. In addition, it is proposed to reallocate the vacant 1.0 FTE Senior Accountant to a 1.0 FTE Principal Accountant position to recruit the level of expertise and talent needed to produce the CAFR and audit financial transactions. The proposed draft job description is attached in Exhibit III and it is recommended that the salary range be set at \$7,107 to \$8,638 monthly, in the Local 1 Confidential bargaining group. An organization chart is included in Exhibit III showing the before and after Finance Department staffing structure. The net compensation savings from the proposed configuration is \$35,166.

In addition, the Human Resources Department is proposing an Administrative Assistant I/II (Confidential) classification in order to have the option to under fill the Senior Administrative Assistant (Confidential) position in the Human Resources Department. This flexibility will allow a professional development opportunity for City staff and assist with recruitment and retention. It is proposed that the Administrative Assistant I/II (Confidential) level classification be assigned in the Public Employee Union,

Local 1, Confidential Bargaining Unit, with a salary range of \$4,115 to \$5,002 monthly for Administrative Assistant I (Confidential) and \$4,537 to \$5,515 monthly for Administrative Assistant II (Confidential: 2% added to the Administrative Assistant I/II classification salary range assigned in SEIU), effective June 5, 2017.

Overall, the proposed actions maintain the regular FTE headcount at 392.95. Fixed-term positions remain constant at 11.06. The history and detail for all authorized positions as well as the proposed classifications and salaries are presented in Exhibit III of the Resolution.

**FISCAL IMPACT:** By approving the Resolution as presented, the City Council is authorizing the levels of expenditures, within funds, for the 2017-2018 fiscal year. The proposed budgets reflect all assumptions outlined and incorporate direction received from the City Council through its meeting of May 15, 2017.

The fiscal year 2017-2018 Budget Resolution also provides for the “roll over” of unspent capital project funds from 2016-2017 (estimated at \$10 million) for projects that will not be completed by June 30, 2017. Capital project spending occurs each year by appropriating accumulated funds (e.g., gas tax, traffic mitigation, etc.), in addition to new revenue sources. By carrying over the unspent portion of a project’s budget into the subsequent year, capital project budget performance is easier to track because the same budget authority is not duplicated for unspent funds. This also makes it easier to match budgeted costs with actual expenditures.

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

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

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

**RECOMMENDATION:** Staff recommends that City Council accept the report and adopt the Resolution as presented.

**ATTACHMENTS:** City Council Goals & Strategies Fiscal Year 2017-18  
Resolution and Exhibits I, II, III (Budget and Personnel Actions)  
Capital Improvement Program Fiscal Year 2017-18 through 2019-20



# City Council Goals & Strategies

## Fiscal Year 2017-18

### **MISSION**

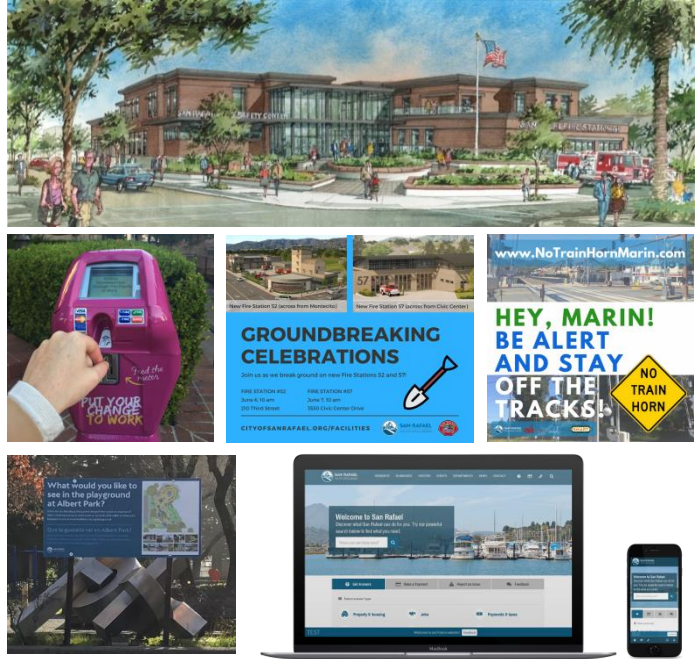
The Mission of the City of San Rafael is to enhance the quality of life and to provide for a safe, healthy, prosperous and livable environment in partnership with the community.

### **VISION**

Our vision for San Rafael is to be a vibrant economic and cultural center reflective of our diversity, with unique and distinct neighborhoods in a beautiful natural environment, sustained by active and informed residents and a responsible innovative local government.

## 2016-17 HIGHLIGHTS OF ACCOMPLISHMENTS

- Finalized design and started construction of Fire Stations 52 and 57; finalized design of a new Public Safety Center.
- Relocated Fire Station 51, 52, 57 and Fire Department administrative offices; Parking Services, Economic Development and the Sustainability division in preparation for construction of new fire stations and the Public Safety Center.
- Completed improvements in Downtown San Rafael to prepare for SMART including coordinated traffic signals, queue cutters, wider sidewalks, and crosswalk changes.
- Implemented a comprehensive “Quiet Zone” from Novato to Downtown San Rafael.
- Worked with the County of Marin and other service providers to establish the Homeless Outreach Team (HOT).
- Worked with Golden Gate Transit, Marin Transit and SMART to develop temporary and permanent alternatives for the downtown transit center.
- Submitted application for Andersen Drive crossing to the California Public Utilities Commission.
- Completed installation of solar on the Boro Community Center and Public Works building.
- Launched a new mobile-responsive website with forms, payments, issue-reporting features, data and records portals.
- Worked with the community to develop design plans for a new playground at Albert Park.
- Assisted the Downtown Business Improvement District during advisory board transition.
- Completed a community needs assessment for new and expanded library facilities as well as a community-driven strategic plan.
- Entered into an agreement with Ritter Center to move homeless pantry, mail and shower services.
- Worked with the Downtown Streets Team to launch the “Put Your Change to Work” anti-panhandling program.
- With funding provided by the Fire Foundation, purchased refurbished and now conducting training operations with the Department’s new fireboat.
- Provided a Spanish-language Citizen Police Academy with 27 participants.
- Collaborated with other agencies to combat human trafficking.
- Continued open space patrol with the removal of hundreds of unlawful campsites.
- Implemented a water conservation pilot program.
- Kicked off a Bicycle & Pedestrian Master Plan update.
- Established a working group to further develop the Downtown Parking & Wayfinding study.
- Conducted multiple safety drills for police and fire response to potential train incidents.
- Provided research and policy options for regulation of cannabis.
- Applied to be a Downtown Cultural Arts District.
- Managed permits and production activities for Netflix filming of *13 Reasons Why*.
- Launched gigabit and Ethernet at both libraries and instant messaging for library support.
- Participated in a county-wide sea level rise vulnerability assessment.
- Finalized Marin Sanitary rate analysis.
- Updated fees related to building permits, traffic mitigation and affordable housing.
- Conducted an employee engagement survey.
- Initiated the General Plan 2040 process and hired a project manager.
- Refreshed the City logo and tagline.
- Launched the “Together San Rafael” initiative to modernize city services and increase employee engagement.
- Updated the Residential Building Resale (RBR) program.
- Implemented regulations for RV and oversized vehicles on city streets.
- Implemented 360 reviews for all department directors and kicked off a supervisors training program.



<b>GOAL A:</b>	<b>STRATEGIES AND KEY IMPLEMENTATION TASKS</b>	<b>COUNCIL SUBCOMMITTEE &amp; RESPONSIBLE DEPARTMENT</b>
<p><b>NEIGHBORHOOD AND ECONOMIC VITALITY</b></p> <p><b>Create and preserve a healthy economy and neighborhoods</b></p>	<p>1. Sustain vibrant neighborhoods, Downtown and other business areas.</p> <ul style="list-style-type: none"> <li>a. Create community brand identity and Shop Local campaign.</li> <li>b. Launch OpenCounter online permit portal.</li> <li>c. Update traffic methodology from “level of service” to “vehicle miles traveled to incentivize jobs and housing near transit.</li> <li>d. Launch “over the counter” commercial plan check</li> <li>e. Modernize parking policies &amp; install new wayfinding in the Downtown.</li> </ul>	<p><i>Economic Development Subcommittee</i> Economic Development</p> <p>Economic Development &amp; Community Development</p> <p>Community Development</p> <p>Parking Services, Community Development &amp; Public Works</p>
	<p>2. Facilitate affordable housing opportunities and reduce the number of people experiencing homelessness.</p> <ul style="list-style-type: none"> <li>a. Prepare an inclusionary housing nexus study to retain current requirements and in-lieu fees.</li> <li>b. Update second unit ordinance</li> <li>c. Work with County of Marin to support the Built for Zero campaign, launch Coordinated Entry, and develop an Assertive Community Treatment team.</li> <li>d. Support the relocation of services outside of Downtown, such as through Marin Mobile Care.</li> <li>e. Continue mitigation of negative impacts from high service utilizers, panhandlers and other quality of life issues.</li> </ul>	<p><i>Homelessness Subcommittee</i></p> <p>Community Development</p> <p>Community Development City Manager’s Office</p> <p>City Manager’s Office</p> <p>City Manager’s Office</p>
	<p>3. Reduce greenhouse gas emissions.</p> <ul style="list-style-type: none"> <li>a. Update Climate Change Action Plan.</li> <li>b. Work with Marin Sanitary Service to revise rate setting methodology.</li> <li>c. Complete 5-year greenhouse gas inventory.</li> <li>d. Work with Transportation Authority of Marin on last mile connectivity opportunities.</li> </ul>	<p>City Manager’s Office City Manager’s Office</p> <p>City Manager’s Office</p> <p>City Manager’s Office</p>

<b>GOAL B:</b>	<b>STRATEGIES AND KEY IMPLEMENTATION TASKS</b>	<b>COUNCIL SUBCOMMITTEE &amp; RESPONSIBLE DEPARTMENT</b>
<b>QUALITY OF LIFE</b>  <b>Serve and strengthen community and regional relationships</b>	1. Work to provide literary, artistic, recreational and cultural experiences for all residents and embrace our diversity. <ul style="list-style-type: none"> <li>a. Explore potential new sites and options for library services.</li> <li>b. Increase events programming at parks and community centers.</li> </ul>	<i>New Library Subcommittee</i>  Library  Community Services
	2. Collaborate with community partners and utilize the expertise of Boards and Commissions, agencies, and associations. <ul style="list-style-type: none"> <li>a. Commence General Plan 2040 multi-year planning process.</li> <li>b. Expand child care program to serve all students.</li> <li>c. Join the World Health Organization’s global network for Age-friendly Cities.</li> <li>d. Collaborate with the San Rafael Community Schools initiative.</li> </ul>	Community Development  Community Services  Community Services & Community Development  All departments
	3. Improve resident engagement and governmental transparency. <ul style="list-style-type: none"> <li>a. Increase Latino leadership on boards/commissions and improve outreach to Spanish-speaking residents and businesses.</li> <li>b. Enhance civic engagement with neighborhoods with more events and digital tools.</li> <li>c. Continue and grow communication channels around homelessness initiatives and affordable housing issues.</li> <li>d. Expand the open data program.</li> </ul>	City Manager’s Office & City Clerk’s Office  All departments  City Manager’s Office  All departments



<b>GOAL C:</b>	<b>STRATEGIES AND KEY IMPLEMENTATION TASKS</b>	<b>COUNCIL SUBCOMMITTEE &amp; RESPONSIBLE DEPARTMENT</b>
<b>PUBLIC SAFETY</b>  <b>Prevent and respond to emergencies</b>	1. Plan for essential public facility upgrades and improvements with ¼ cent additional Measure E funds. <ol style="list-style-type: none"> <li>a. Issue bonds for essential facilities construction.</li> <li>b. Complete construction of Fire Stations 52 &amp; 57.</li> <li>c. Begin construction of a new Public Safety Center.</li> <li>d. Upgrade network connectivity and voice/data communications in new facilities.</li> </ol>	<i>Facilities Subcommittee</i>  Finance  Public Works & Fire Department  Public Works, Fire & Police Departments Information Technology
	2. Provide a safe and secure environment for people, businesses and property in the community. <ol style="list-style-type: none"> <li>a. Develop policy options for cannabis regulations.</li> <li>b. Monitor and track short-term rental activity for possible regulation.</li> </ol>	Economic Development & City Attorney Community Development
	3. Further develop community and organizational emergency readiness. <ol style="list-style-type: none"> <li>a. Update Injury and Illness Prevention program and promote disaster service worker awareness.</li> <li>b. Promote senior fall prevention program</li> </ol>	Human Resources  Fire Department
	4. Pursue cost saving and efficiency measures for emergency services. <ol style="list-style-type: none"> <li>a. Examine medical billing process to increase revenues and efficiency.</li> <li>b. Coordinate multi-jurisdictional public safety trainings.</li> </ol>	Fire Department  Fire & Police Departments

<b>GOAL D:</b>	<b>STRATEGIES AND KEY IMPLEMENTATION TASKS</b>	<b>COUNCIL SUBCOMMITTEE &amp; RESPONSIBLE DEPARTMENT</b>
<b>PUBLIC ASSETS</b>  <b>Improve and preserve public assets</b>	1. Plan use of Measure A funds for park and open space. <ul style="list-style-type: none"> <li>a. Finalize designs for new expanded playground area at Albert Park; begin construction of new playground at Albert Park</li> <li>b. Pursue funding for synthetic fields at Pickleweed Park.</li> </ul>	Public Works & Community Services  Community Services
	2. Sustain effective level of core infrastructure. <ul style="list-style-type: none"> <li>a. Implement sidewalk maintenance policy.</li> <li>b. Construct new Grand Ave bridge, including sidewalk and intersection improvements.</li> <li>c. Begin Third Street corridor study.</li> <li>d. Pursue funding to dredge the San Rafael Canal.</li> <li>e. Implement capital improvement plan.</li> <li>f. Update Integrated Pest Management (IPM) policy</li> </ul>	Public Works & City Attorney  Public Works  Public Works Public Works  Public Works Public Works
	3. Improve mobility by reducing traffic congestion and expanding bicycle, pedestrian and transit. <ul style="list-style-type: none"> <li>a. Construct mobility improvements around the Downtown transit center</li> <li>b. Complete environmental and design work for the Second Street to Andersen Drive multi-use pathway.</li> <li>c. Complete the Bicycle &amp; Pedestrian Master Plan update.</li> </ul>	Public Works  Public Works  Public Works
	4. Support SMART operations and prepare for extension to Larkspur. <ul style="list-style-type: none"> <li>a. Obtain Andersen Drive crossing redesign CPUC approval and incorporate into Larkspur extension.</li> <li>b. Work with Golden Gate Transit on environmental and design work for permanent transit center.</li> <li>c. Work with SMART to flip Francisco Blvd with the rail line.</li> <li>d. Continue train safety education and communications.</li> </ul>	SMART Subcommittee  Public Works  Public Works & Economic Development  Public Works  City Manager's Office

<b>GOAL E:</b>	<b>STRATEGIES AND KEY IMPLEMENTATION TASKS</b>	<b>COUNCIL SUBCOMMITTEE &amp; RESPONSIBLE DEPARTMENT</b>
<b>FOUNDATIONAL SERVICES</b>  <b>Sustain organizational viability and exemplary service</b>	1. Achieve short and long term financial viability and continue to seek financial resources for City priorities. <ol style="list-style-type: none"> <li>a. Explore feasibility of revenue opportunities, including but not limited to sales, utility and cannabis gross receipts tax opportunities.</li> </ol>	<i>Finance Committee</i>  City Manager's Office, Finance, Economic Development
	2. Continue organizational excellence and succession planning. <ol style="list-style-type: none"> <li>a. Support modernization and innovation through the Together San Rafael initiative.</li> <li>b. Establish key people practices that foster a Great Place to Work and promote collaboration, customer service, and talent retention.</li> <li>c. Replace intranet with a mobile-friendly website for City employees.</li> </ol>	City Manager's Office & All departments  Human Resources  City Manager's Office & Human Resources
	3. Employ technology to improve efficiency and service level ability. <ol style="list-style-type: none"> <li>a. Implement new registration and payment software for classes, childcare, leagues and facility rentals to improve customer service.</li> <li>b. Evaluate pilot and roll-out document management system to departments.</li> <li>c. Explore agenda management workflow system.</li> <li>d. Evaluate and begin implementation of a new enterprise resource management (ERP) system.</li> <li>e. Implement highest priority security upgrades.</li> <li>f. Work with the DA's office to implement electronic file transfer of police data.</li> </ol>	Community Services  Information Technology  City Clerk's Office  Finance  Information Technology  Police Department

**RESOLUTION NO. 14342**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL APPROVING THE CITY-WIDE BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2017-2018 AND PROVIDING FOR THE APPROPRIATIONS AND EXPENDITURE OF ALL SUMS SET FORTH IN SAID BUDGET IN THE AMOUNT OF \$111,578,822**

**WHEREAS**, on May 1, 2017, the City Manager submitted to the San Rafael City Council a Preliminary Budget for the fiscal year July 1, 2017 - June 30, 2018; and

**WHEREAS**, on May 15, 2017, the City Council held a special study session on the Capital Improvement Program; and

**WHEREAS**, after examination, deliberation and due consideration of the Preliminary Budget, Capital Improvement Program 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 said Proposed Budget submitted by the City Manager as the approved budget for the fiscal year 2017-2018; and

**WHEREAS**, it is the intention of this Council to carry forward unspent capital projects resources funded in fiscal year 2016-2017 to complete the balance of these projects in the 2017-2018 fiscal year; and

**WHEREAS**, it is the intention of this Council to carry forward unspent operational funds from fiscal year 2016-2017 encumbered through approved, active purchase orders to complete the balance of these purchases in the 2017-2018 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, 2017 through June 30, 2018, is hereby adopted, with net appropriations of \$111,578,822. General Fund operational uses total \$74,863,946 as presented in Exhibit I attached hereto and incorporated herein. A total of \$25,726,466 is appropriated for special revenue and grant activities, \$5,389,941 for the parking enterprise, \$4,030,000 for capital projects, and \$17,464,831 for internal service funds and asset replacement as presented in Exhibit II 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 2017-2018.
3. The Capital Improvement Program and projects presented for implementation in fiscal year 2017-2018 are hereby approved.

4. The budget provides funding for 404.01 of 406.01 full-time equivalent, authorized positions and the position control includes 2.00 authorized positions on unpaid, extended absence, as presented in Exhibit III attached hereto and incorporated herein.
5. The following personnel actions will be implemented, effective July 1, 2017:
  - A. Add a flexibly staffed classification of Senior Code Enforcement Supervisor/Code Enforcement Supervisor and the addition of a 1.0 FTE Senior Code Enforcement Supervisor/Code Enforcement Supervisor position assigned to the mid-management unrepresented group, with a monthly salary range of \$7,657 to \$9,307 for Senior Code Enforcement Supervisor and \$6,937 to \$8,432 for Code Enforcement Supervisor; and
  - B. Approve the reallocation of a 1.0 FTE Accountant I/II position to create a 1.0 FTE Accounting Manager position, and defund a vacant 1.0 Business License Examiner position, which will also offset the cost of reallocating the 1.0 FTE Senior Accountant position to a 1.0 FTE Principal Accountant position; and approve the new Principal Accountant classification, with a salary range of \$7,107 to \$8,638 monthly, in the Local 1 Confidential bargaining group.
6. The following personnel action will be implemented, effective June 5, 2017:

Approve an Administrative Assistant I/II (Confidential) classification, with a salary range of \$4,115 to \$5,002 monthly for Administrative Assistant I (Confidential) and \$4,537 to \$5,515 monthly for Administrative Assistant II (Confidential), in the Public Employee Union, Local 1, Confidential Bargaining Unit.
7. The City of San Rafael will carry forward unspent operational funds from fiscal year 2016-2017 encumbered through approved, active purchase orders, and reappropriate these funds in fiscal year 2017–2018 to be used solely to pay for the remaining portion of City Council authorized expenditures in the originating funds.
8. The City of San Rafael will carry forward unspent capital project funds from fiscal year 2016-2017 and reappropriate these funds in fiscal year 2017-2018 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 2016-2017 or prior fiscal years.
9. Transfers are authorized from the General Fund to the San Rafael Essential Facilities capital project from current Measure E revenues and Measure E Public Safety Facility accumulated funds, for the purpose of funding the San Rafael Essential Facilities project as necessitated by actual authorized capital expenditures.
10. The sum of \$100,000 will be 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.

I, ESTHER C. BEIRNE, Clerk of the City of San Rafael, hereby certify that the foregoing resolution was duly and regularly introduced and adopted at a regular meeting of the Council of said City on Monday, the 5th day of June 2017, by the following vote, to wit:

AYES: COUNCILMEMBERS: Bushey, Colin, Gamblin, McCullough & Mayor Phillips

NOES: COUNCILMEMBERS: None

ABSENT: COUNCILMEMBERS: None

A handwritten signature in blue ink that reads "Esther C. Beirne".

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ESTHER C. BEIRNE, City Clerk

**GENERAL FUND  
PROPOSED BUDGET FY 2017-2018**

EXHIBIT I

**REVENUES & OTHER OPERATIONAL SOURCES**

**Taxes**

Property Tax and related	\$ 18,775,000
Sales Tax	21,097,000
Sales Tax -Measure E	12,075,000
Franchise Tax	3,570,000
Business Tax	2,999,000
Transient Occupancy Tax	3,322,000

**Other Agencies**

CSA #19 Fire Service	1,905,500
VLF Backfill	5,010,000
Other Agencies (Prop 172, Owner Prop Tax, State Mandate, Other agencies)	1,417,500

**Other Revenues**

Permits & Licenses (building, electrical, encroachment, use, alarm)	2,782,000
Fine & Forfeitures (traffic, vehicle, etc.)	457,000
Interest & Rents (investment earnings, rents, etc.)	227,000
Charges for Services (includes dev't fees and plan review)	2,583,000
Other Revenue (damage reimbursements, misc income)	504,443
<b>Sub-total: Revenues</b>	<b>\$ 76,724,443</b>

**TRANSFERS IN**

from Gas Tax	400,000
from Parking Services Fund - Admin. cost	480,831
from Employee Retirement Fund - POB debt payment	475,513
<b>Sub-total: Transfers In</b>	<b>\$ 1,356,344</b>

**TOTAL-OPERATING SOURCES** **\$ 78,080,787**

**EXPENDITURES AND OTHER OPERATIONAL USES**

**Expenditures by Department**

Finance	2,011,303
Non-Departmental	1,869,824
City Manager/City Council	3,495,211
City Clerk	591,828
Mgt Serv: Adm,HR	1,069,831
City Attorney	1,196,086
Community Development	4,199,115
Police	24,959,430
Fire	18,311,144
Public Works	11,554,452
Library	3,255,722
<b>Sub-total: Expenditures</b>	<b>\$ 72,513,946</b>

**OPERATIONAL TRANSFERS OUT**

to Storm Water	500,000
to Childcare Fund - Operating support	50,000
to Recreation Fund - Operating support	1,800,000
<b>Sub-total: Transfers Out</b>	<b>\$ 2,350,000</b>

**TOTAL-OPERATING USES** **\$ 74,863,946**

**NET OPERATIONAL RESULTS** **\$ 3,216,841**

**Non-Operating Transfers (Measure E / San Rafael Essential Facilities)** **\$ 4,025,000**

CITY OF SAN RAFAEL  
CONSOLIDATED FUNDS

FY 2017-2018 PROPOSED BUDGET FUND NAME	June 30, 2017 Projected Balance	Total and Capital			Total and Capital			June 30, 2018 Revised Balance
		Operating and Capital Revenue	Transfers In	Total Resources	Operating and Capital Budget	Transfers to Other Funds	Total Appropriations	
<b>GENERAL OPERATING FUNDS:</b>								
<b>001 General Fund</b>	<b>\$16,283,701</b>	<b>\$76,724,443</b>	<b>\$1,356,344</b>	<b>\$78,080,787</b>	<b>\$72,513,946</b>	<b>\$6,375,000</b>	<b>\$78,888,946</b>	<b>\$15,475,542</b>
218 General Plan Special Revenue Fund	1,800,000	408,650		408,650	371,324		371,324	1,837,326
<b>SPECIAL REVENUE &amp; GRANT FUNDS:</b>								
205 Storm Water Fund	125,000	778,800	500,000	1,278,800	897,447		897,447	506,353
206 Gas Tax	3,850,000	3,535,542		3,535,542	3,846,474	400,000	4,246,474	3,139,068
207 Development Services	494,684	4,000		4,000			-	498,684
208 Child Care	1,274,888	3,890,660		3,890,660	3,815,960		3,815,960	1,349,588
210 Paramedic/EMS	2,050,000	7,815,136		7,815,136	7,695,597		7,695,597	2,169,539
217 State Lands Fund	513,523	32,000		32,000	117,000		117,000	428,523
222 Recreation Revolving	250,000	3,139,859	1,800,000	4,939,859	4,800,695		4,800,695	389,164
223 Household Haz. Waste Fund	185,862	158,115		158,115	150,615		150,615	193,362
228 Hazardous Materials Fund	55,800	-		-	1,000		1,000	54,800
234 Pt. San Pedro Maintenance Portion	166,671	74,518		74,518	91,000		91,000	150,189
235 Baypoint Lagoons L & L District	238,734	27,300		27,300	5,386		5,386	260,648
236 Loch Lomond Assessment District	710,000	21,610		21,610	150,054		150,054	581,556
240 Parkland Dedication	491,723	6,000		6,000	237,301		237,301	260,422
241 Measure A Open Space	362,256	467,867		467,867	808,000		808,000	22,123
495 Low and moderate Income Housing Fund	729,557	72,200		72,200	210,000		210,000	591,757
<b>LIBRARY AND FALKIRK:</b>								
214 Library Revolving	147,138	8,600		8,600	25,000		25,000	130,738
215 Library Special Assessment Fund	645,000	1,060,195		1,060,195	1,069,363		1,069,363	635,832
Library Fund	792,138	1,068,795	-	1,068,795	1,094,363	-	1,094,363	766,570
<b>PUBLIC SAFETY:</b>								
200 Abandoned Vehicle	28,165	70,000	100,000	170,000	184,482		184,482	13,683
202 Asset Seizure	38,221	400		400			-	38,621
204 Crime Prevention	14,145						-	14,145
230 Youth Services - Police	73,918	76,500		76,500	95,143		95,143	55,275
Public Safety Fund	154,449	146,900	100,000	246,900	279,625	-	279,625	121,724
<b>TRAFFIC AND HOUSING:</b>								
243 Housing in lieu-City San Rafael	1,855,802	209,600		209,600			-	2,065,402
245 Housing in lieu	346,441	2,400		2,400			-	348,841
246 East S.R. Traffic Mitigation	7,505,011	170,000		170,000	150,000		150,000	7,525,011
Traffic & Housing Mitigation Funds	9,707,254	382,000	-	382,000	150,000	-	150,000	9,939,254
<b>GRANT:</b>								
201 A.D.A.. Access Projects	22,463	-		-	-		-	22,463
211 Falkirk Revolving Fund	25,799	-		-	-		-	25,799
260 Pickleweed Childcare Grant	53,029	196,122	50,000	246,122	273,658		273,658	25,493
276 Falkirk Other Grants	11,011						-	11,011
281 Public Safety Grants	335,191	302,000		302,000	419,521		419,521	217,670
283 Grant-Other	169,880	262,000	-	262,000	282,770		282,770	149,110
Grant Funds	617,373	760,122	50,000	810,122	975,949	-	975,949	451,546
<b>SPECIAL REVENUE &amp; GRANT FUND TOTAL</b>	<b>22,769,912</b>	<b>22,381,424</b>	<b>2,450,000</b>	<b>24,831,424</b>	<b>25,326,466</b>	<b>400,000</b>	<b>25,726,466</b>	<b>21,874,870</b>



CITY OF SAN RAFAEL  
CONSOLIDATED FUNDS

FY 2017-2018 PROPOSED BUDGET FUND NAME	June 30, 2017 Projected Balance	Total and Capital			Total and Capital			June 30, 2018 Revised Balance
		Operating and Capital Revenue	Transfers In	Total Resources	Operating and Capital Budget	Transfers to Other Funds	Total Appropriations	
<b>ASSESSMENT DISTRICTS:</b>								
302	Financing Authority 1997 Bonds	147,304						147,304
304	Peacock Gap Assessment District	2,875	-	-	-	-	-	2,875
306	Mariposa Assessment District	16,573	-	-	-	-	-	16,573
Var.	Assessment District Projects	300,417	-	-	-	-	-	300,417
<b>ASSESSMENT DISTRICT TOTAL</b>		<b>467,169</b>	-	-	-	-	-	<b>467,169</b>
<b>CAPITAL PROJECT FUNDS:</b>								
401	Capital Improvement	2,770,000	10,000	10,000				2,780,000
405	Open Space Acquisition	538,000	1,000	1,000	5,000		5,000	534,000
406	Bedroom Tax	58,740	-	-	-	-	-	58,740
407	Parks Capital Projects	32,869	-	-	-	-	-	32,869
420	Measure E - Publc Safety Facility	-	-	4,025,000	4,025,000	-	4,025,000	-
<b>CAPITAL PROJECT FUND TOTAL</b>		<b>3,399,608</b>	<b>11,000</b>	<b>4,025,000</b>	<b>4,036,000</b>	<b>4,030,000</b>	<b>-</b>	<b>3,405,608</b>
<b>ENTERPRISE FUND:</b>								
501	Parking Services	2,666,584	5,063,900	5,063,900	4,809,110	580,831	5,389,941	2,340,543
<b>ENTERPRISE FUND TOTAL</b>		<b>2,666,584</b>	<b>5,063,900</b>	<b>-</b>	<b>5,063,900</b>	<b>4,809,110</b>	<b>580,831</b>	<b>5,389,941</b>
<b>INTERNAL SERVICE FUNDS:</b>								
227	Sewer Maintenance	-	2,796,471	2,796,471	2,796,471		2,796,471	-
600	Vehicle Replacement	186,636	1,112,000	1,112,000	1,106,000		1,106,000	192,636
601	P.C. Replacement	1,204,131	1,500,494	1,500,494	2,513,471		2,513,471	191,154
602	Fire Equipment Replacement	457,697	222,000	222,000	260,000		260,000	419,697
603	Building Improvement	872,800	12,000	12,000	347,650		347,650	537,150
604	Employee Benefits	971,569	719,000	719,000	764,805		764,805	925,764
605	Liability Insurance	321,845	1,672,880	1,672,880	1,444,332		1,444,332	550,393
606	Workers Compensation Insurance	105,583	2,451,243	2,451,243	2,389,827		2,389,827	166,999
607	Dental Insurance	131,129	504,720	504,720	495,000		495,000	140,849
608	Radio Replacement	399,518	650,660	650,660	685,977		685,977	364,201
609	Telephone	360,333	639,157	639,157	633,745		633,745	365,745
611	Employee Retirement	2,356,676	16,000	16,000	4,000	475,513	479,513	1,893,163
612	Retiree Health Benefit OPEB	737,850	4,130,899	4,130,899	3,468,040		3,468,040	1,400,709
613	Police Equipment Replacement Fund	126,456	81,360	81,360	80,000		80,000	127,816
<b>INTERNAL SERVICE FUND TOTAL</b>		<b>8,232,223</b>	<b>16,508,884</b>	<b>-</b>	<b>16,508,884</b>	<b>16,989,318</b>	<b>475,513</b>	<b>17,464,831</b>
<b>TRUST AND AGENCY FUNDS:</b>								
710	Business Improvement District	-	-	-	-		-	-
711	Recreation Fiduciary Fund	23,850	-	-	-		-	23,850
712	Library Fiduciary	471,350	2,720	2,720	-		-	474,070
<b>TRUST &amp; AGENCY FUND TOTAL</b>		<b>495,200</b>	<b>2,720</b>	<b>-</b>	<b>2,720</b>	<b>-</b>	<b>-</b>	<b>497,920</b>
<b>COMBINED FUNDS TOTAL</b>		<b>56,114,397</b>	<b>121,101,021</b>	<b>7,831,344</b>	<b>128,932,365</b>	<b>124,040,164</b>	<b>7,831,344</b>	<b>131,871,508</b>
<b>LESS: INTERFUND TRANSFER</b>				<b>(7,831,344)</b>	<b>(7,831,344)</b>		<b>(7,831,344)</b>	
<b>LESS: INTERNAL SERVICE CHARGES</b>			<b>(12,461,342)</b>		<b>(12,461,342)</b>		<b>(12,461,342)</b>	
<b>NET TOTALS FY2017-2018</b>		<b>56,114,397</b>	<b>108,639,679</b>	<b>-</b>	<b>108,639,679</b>	<b>111,578,822</b>	<b>-</b>	<b>53,175,254</b>

**CITY OF SAN RAFAEL  
Authorized Positions**

EXHIBIT III

<b>Departments</b>	<b>Final 2007-2008</b>	<b>Final 2008-2009</b>	<b>Final 2009-2010</b>	<b>Final 2010-2011</b>	<b>Final 2011-2012</b>	<b>Final 2012-2013</b>	<b>Final 2013-2014</b>	<b>Final 2014-2015</b>	<b>Final 2015-2016</b>	<b>Adopted 2016-2017</b>	<b>Mid-Year Changes 2016-2017</b>	<b>Final 2016-2017</b>	<b>Proposed 2017-2018</b>	<b>Proposed Changes 2017-2018</b>
<b>Regular</b>														
Community Development	29.50	27.50	21.75	20.75	18.25	18.25	17.80	17.80	19.80	19.80	0.20	20.00	21.00	1.00 *
Community Services	64.20	64.20	60.73	61.16	59.15	58.35	58.78	59.31	59.33	59.33	0.10	59.43	59.43	-
City Attorney	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	-	3.50	3.50	-
City Clerk	3.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	-	2.00	2.00	-
City Manager/Council	8.70	8.70	7.70	7.70	11.50	11.50	12.56	12.56	12.56	12.56	2.00	14.56	14.56	-
Economic Development (former RDA)	5.00	5.00	5.00	5.00	-	-	-	-	-	-	-	-	-	-
Finance	11.00	11.00	10.00	10.00	10.00	10.00	10.00	11.00	11.72	11.72	-	11.72	10.72	(1.00)**
Fire	81.00	77.00	75.00	76.00	75.00	76.00	79.00	79.00	79.00	79.00	-	79.00	79.00	-
Library	20.22	21.97	20.61	26.68	21.74	21.74	23.41	23.41	23.41	23.41	-	23.41	23.41	-
Management Services	33.68	33.68	31.68	31.15	28.23	26.23	26.33	27.33	27.83	27.83	(0.50)	27.33	27.33	-
Police	105.00	104.00	90.00	90.00	87.00	87.00	87.00	88.00	89.00	90.00	-	90.00	90.00	-
Public Works	78.80	75.80	60.80	62.80	62.00	60.00	61.00	62.00	62.00	62.00	-	62.00	62.00	-
<b>Sub - Total Regular Positions</b>	<b>443.60</b>	<b>434.35</b>	<b>388.77</b>	<b>396.74</b>	<b>378.37</b>	<b>374.57</b>	<b>381.38</b>	<b>385.91</b>	<b>390.15</b>	<b>391.15</b>	<b>1.80</b>	<b>392.95</b>	<b>392.95</b>	<b>-</b>
<b>Change from previous year</b>		(9.25)	(45.58)	7.97	(18.37)	(3.80)	5.71	4.53	4.24	1.00		2.80	2.80	
<b>Fixed Term</b>														
City Manager/Council								-	2.00	2.00	-	2.00	2.00	-
Community Services			0.67	0.67	0.67	0.67	1.47	1.51	1.51	1.51	-	1.51	1.51	-
Economic Development (former RDA)		1.00	1.00	1.00							-	-	-	-
Finance						0.72	0.72	0.72	1.00	1.00	-	1.00	1.00	-
Fire								2.75	2.75	2.75	-	2.75	2.75	-
Library	1.48	2.23	1.48	1.31								-	-	-
Police							2.00	2.00	3.00	3.00	(0.20)	2.80	2.80	-
Public Works	1.48	2.23	1.48	1.31							1.00	1.00	1.00	-
<b>Sub - Total Fixed-Term Positions</b>	<b>1.48</b>	<b>3.23</b>	<b>3.15</b>	<b>2.98</b>	<b>0.67</b>	<b>1.39</b>	<b>4.19</b>	<b>6.98</b>	<b>10.26</b>	<b>10.26</b>	<b>0.80</b>	<b>11.06</b>	<b>11.06</b>	<b>-</b>
<b>Total Budgeted Positions</b>	<b>445.08</b>	<b>437.58</b>	<b>391.92</b>	<b>399.72</b>	<b>379.04</b>	<b>375.96</b>	<b>385.57</b>	<b>392.89</b>	<b>400.41</b>	<b>401.41</b>	<b>2.60</b>	<b>404.01</b>	<b>404.01</b>	<b>-</b>
<b>Authorized, unbudgeted - extended absence/no cost</b>								1.00	2.00	2.00			2.00	
<b>Total Authorized Positions</b>	<b>445.08</b>	<b>437.58</b>	<b>391.92</b>	<b>399.72</b>	<b>379.04</b>	<b>375.96</b>	<b>385.57</b>	<b>393.89</b>	<b>402.41</b>	<b>403.41</b>	<b>2.60</b>	<b>404.01</b>	<b>406.01</b>	<b>-</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 prorated 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.

**2017-2018 Proposed changes (from above)**

\* - Add one Sr. Code Enforcement Supervisor/Code Enforcement Supervisor

\*\*-Reallocate vacant 1.0 FTE Business License Examiner and defund 1.0 FTE Accountant I/II to create 1.0 FTE Accounting Manager

In addition, reallocate vacant 1.0 FTE Senior Accountant to a 1.0 FTE Principal Accountant-no FTE Change

**City of San Rafael  
Job Class Specification**

## **Job Title: Senior Code Enforcement ManagerSupervisor / Code Enforcement Supervisor**

### **SUMMARY:**

This position is responsible for directing, managing, supervising, and coordinating the operations, programs and activities of the Code Enforcement Division within the Community Development Department, and for coordinating assigned activities with other City departments, divisions and outside agencies; and for providing highly responsible and complex administrative support to the Community Development Director and/or Planning Manager.

### **SUPERVISION EXERCISED AND RECEIVED:**

At the Senior Code Enforcement Supervisor level, rReceives administrative direction from the Community Development Director and exercises greater decision making authority. The Code Enforcement Supervisor level will report to the Planning Manager and receive general direction in the management of the Code Enforcement Division.

Exercises direct supervision over professional, technical and clerical staff.

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

This is a single position mid-management classification that can be allocated and filled at either level based complexity of assignment and candidate knowledge, skills and qualifications. Important responsibilities and duties may include, but are not limited to, the following:

- Assumes management responsibilities for all services and activities of the Code Enforcement Division, including Fire inspections.
- Manages and participates in the development and implementation of goals, objectives, policies and priorities for assigned programs and functions including code enforcement, fire prevention, property maintenance, open space, residential and inspection programs, Hotel and Apartment Inspection Program (HIP), massage ordinance enforcement program; recommends, within department policy, appropriate service and staffing levels; recommends and administers policies and procedures.
- Monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; assesses and monitors work loads, administrative and support systems and internal reporting relationships; identifies opportunities for improvement and reviews with Community Development Director; implements improvements.
- Works with City staff to resolve open space issues. Serves as a key member of the City's Open Space Committee.
- Selects, trains, motivates and evaluates Division personnel; provides or coordinates staff training; works with employees to correct deficiencies, implements discipline and termination procedures.
- Negotiates terms and agreements with vendors and contractors.
- Plans, directs, coordinates and reviews the work plan for the Code Enforcement Division; meets with staff to identify and resolve problems; assigns work activities, projects and programs; monitors work flow; reviews and evaluates work products, methods and procedures.
- Manages and participates in the development and administration of the Code Enforcement

Division budget; directs the forecast of additional funds needed for staffing, equipment, materials and supplies; directs the monitoring and approval of expenditures; directs and implements adjustments as necessary.

- Oversees the preparation of code enforcement cases, including evidentiary exhibits, for administrative hearing officers and municipal court.
- Negotiates terms of settlement agreements with assistance from the City Attorney's Office and resolves issues with collection of fines with assistance from the Finance Department.
- Serves as liaison for the Code Enforcement Division with other City departments, divisions and outside agencies; resolves controversial issues.
- Provides responsible and complex staff assistance to the Community Development Director; prepares and presents staff reports and other necessary correspondence; directs special projects and research as assigned.
- Presents reports and information to a variety of commissions, committees, boards, the general public and the City Council.
- Works closely with Public Works Department on violations of City right-of-way and encroachment issues, joint inspections, broken sewer lines, and storm drain/water quality issues.
- Coordinates mutual code enforcement actions with the County Health Department and social service agencies, as well as other City departments.
- Conducts a variety of organizational studies, investigations and operational studies; recommends modifications to Code Enforcement programs, policies and procedures as appropriate.
- Participates on a variety of boards, committees and commissions; attends and participates in professional group meetings; stays abreast of new trends and innovations in the field of code enforcement and other assigned areas of responsibility.
- Oversees the on-line Code Enforcement Compliant Reference process, ensuring effective communication between the Community Development Department and the Fire Department. Works closely with City Attorney as required.
- Responds to and resolves difficult and sensitive citizen inquiries and complaints.
- Administers, interprets and enforces provisions of the municipal code and other regulations; prepares and recommends modifications to the municipal code and other regulations.
- Works closely with the Business License application process to ensure all businesses who apply for applications are in compliance with all applicable Fire Codes.
- Participates on a variety of boards, committees and commissions; attends and participates in professional group meetings; stays abreast of new trends and innovations in the field of code enforcement and other assigned areas of responsibility.
- Performs related duties and responsibilities as required.

## **QUALIFICATIONS:**

### **Knowledge of:**

- Operational characteristics, services and activities of comprehensive code enforcement, mandatory garbage collection, fee collection and business license programs.
- Code abatement, business license, mandatory garbage collection and fee collection program regulations, requirements, forms, policies and procedures.
- Organizational and management practices as applied to the analysis and evaluation of programs, policies and operational needs.
- Organization and function of City departments, divisions and outside agencies.
- Laws, ordinances, regulations and procedures governing search and seizure, due process, administrative hearing court systems, unpaid fee collection and property tax assessment.
- Fire inspection.
- Modern and complex principles and practices of program development and administration.

- Advanced principles and practices of municipal budget preparation and administration.
- Principles of supervision, training and performance evaluation.
- Pertinent Federal, State, and local laws, codes and regulations.
- Research methods and sources of information related to assigned responsibilities.

**Ability to:**

- Manage, direct and coordinate the work of professional and technical personnel.
- Select, supervise, train and evaluate staff.
- Provide administrative and professional leadership and direction for the Code Enforcement Division.
- Negotiate terms and agreements with vendors and contractors.
- Recommend and implement goals, objectives and practices for providing effective and efficient code enforcement services.
- Prepare and administer division budgets.
- Prepare clear and concise staff and financial reports, policies, procedures, resolutions and correspondence.
- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
- Research, analyze and evaluate new service delivery methods, procedures and techniques.
- Interpret and apply Federal, State and local policies, procedures, laws, ordinances and regulations.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain effective working relationships with those contacted in the course of work including City and other government officials, community groups and the general public.

**EXPERIENCE AND TRAINING:**

A typical way to obtain the knowledge and abilities would be:

**Senior Code Enforcement Supervisor**

**Experience:**

- Five years of increasingly responsible experience in the field of code enforcement and abatement or a related field, including two years of supervisory and administrative responsibilities.

**Training:**

- Equivalent to a Bachelor's degree from an accredited college or university with major course work in planning, public or business administration or a related field.

**License:**

- Possession of valid driver's license.

Possession of an Arrest Course 832 Penal Code Certificate.

**Code Enforcement Supervisor**

**Experience:**

- Four years of increasingly responsible experience in the field of code enforcement and abatement or a related field, including two years as a leadworker or one year of supervisory experience.

**Training:**

- Equivalent to a Bachelor's degree from an accredited college or university with major course work in planning, public or business administration or a related field. Additional years of leadworker/supervisory experience may substitute for up to two years of the required college on a year for year basis.

**LICENSURE REQUIREMENT:**

- Possession of valid driver's license.
- Possession of an Arrest Course 832 Penal Code Certificate.

**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 and talk or hear. The employee frequently is required to stand; walk; use hands to finger, handle, or feel; and reach with hands and arms. 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 employee is occasionally exposed to outside weather conditions. The noise level in the work environment is usually moderate.

Prepared Date: September 2007  
Prepared by: Leslie Loomis  
Updated/Revised: March 13/June 5, 2008/17  
Revised by: Stacey Peterson  
FLSA status: Exempt

**City of San Rafael  
Job Class Specification**

## **Job Title: Principal Accountant**

### **SUMMARY**

Under general supervision, performs highly responsible and complex administrative and professional accounting work; provides professional and technical guidance to professional accounting staff; assists in the preparation of the Comprehensive Annual Financial Report; researches and analyzes difficult and highly technical transactions; maintains fiscal accountability for programs funded by grants and other methods, assists in the development and installation of new accounting and cost systems; and performs other duties as assigned.

### **DISTINGUISHING CHARACTERISTICS:**

This confidential position reports to the Accounting Manager. Incumbents follow general guidelines and technical and administrative standards, exercising independence in resolving problems and/or developing recommendations on potential solutions. The Principal Accountant exhibits a high level of expertise in terms of knowledge, skills, and abilities. This class is distinguished from the Senior Accountant and Accountant I/II classification by the Principal Accountant's responsibility for performing the most complex accounting work for the City or having a lead role in providing technical and professional guidance in the day-to-day work of professional staff.

### **SUPERVISION RECEIVED AND EXERCISED:**

General direction is provided by the Accounting Manager and Finance Director. Responsibilities may include direct supervision or lead work of professional, technical, and clerical personnel.

**ESSENTIAL DUTIES AND RESPONSIBILITIES** include, but are not limited to, the following.

- Assists in the preparation of the Comprehensive Annual Financial Report (CAFR) by gathering information, modifying and running focus reports, preparing detailed reconciliations of balance sheet accounts, preparing adjustments, schedules, and footnotes, and (in conjunction with the Accounting Manager) oversees the production of all aspects of the CAFR; assists and takes a major role in working closely with the external auditors towards the facilitation and completion of the annual, external audits, and production of the CAFR.
- Assists City departments and related organizations in a myriad of accounting issues including review and approval of accounting transactions; researches and analyzes transactions to resolve questions and budget problems.
- Provides professional and technical guidance to professional accounting staff; maintains professional competence; reviews and applies new or revised laws, regulations, and accounting standards; participates in the Accounting management team to plan, organize, direct, problem solve, and provides leadership to the staff in order to accomplish to objectives of the division, maintains high quality work products, and professionalism.
- If assigned to a supervisory or lead role, plans, directs and reviews the work of professional and technical staff performing a wide range of accounting activities; instructs staff in work procedures; provides input into selection, work evaluation and disciplinary decisions.
- Assists in determining scope, objectives, data and procedures necessary to conduct the operational activities of the assigned unit.
- Sets, maintains and reconciles a variety of ledgers, registers, journals and other records necessary for the accounting activities of the assigned unit.
- Prepares and reviews a variety of complex fiscal and statistical reports, memoranda and correspondence as requested by City departments.

- Encourages procedural revisions to facilitate record keeping processes and assists in implementing changes related to revised laws and regulations.
- Reviews documentation submitted for accuracy and conformance to legal and procedural requirements.
- Develops cost accounting tools to provide fiscal accountability and grant compliance for grant-funded programs; reviews and approves financial transactions and analysis for projects.
- Perform other related duties.

### **Knowledge of:**

- Generally accepted governmental accounting and auditing principles and practices (GAAP) as applied to complex funds of all types.
- Relevant State and Federal law and regulations.
- Principles of financial administration, including budgeting, financial reporting, data administration, and purchasing.
- Modern office practices, procedures, methods and equipment.
- Cash handling practices.

### **Ability to:**

- Analyze and interpret financial and accounting records.
- Prepare financial statements reports according to GAAP.
- Design and install new and improved complex accounting and record keeping systems, both manual and computer- based.
- Establish and maintain effective working relationship with all levels of staff and management throughout the City, and with external auditors.
- Communicate effectively, both verbally and in writing.
- Plan, assign, and lead the work of subordinates.

### **Skill In:**

- Preparation and documentation of complex accounting transactions.
- Use of computers, computer applications, and software, and accounting-related software.
- Identification and implementation of internal controls.

### **EDUCATION AND EXPERIENCE:**

Any combination of education and experience that would provide the required knowledge, skill and ability outlined above is qualifying. A typical way to obtain such knowledge, skill and ability is:

- A Bachelor's degree from an accredited four-year college or university with major course work in accounting or business administration is required.
- Five (5) years of increasingly responsible experience in accounting including preparation of certified financial statements. CPA license is preferred.
- Possession of a valid Class C California Driver's License is required.

### **LANGUAGE SKILLS:**

Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, clients, customers, and the general public.



**MATHEMATICAL SKILLS:**

Ability to work with mathematical concepts such as probability and statistical inference. Ability to apply concepts such as percentages, ratios and proportions to practical situations.

**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 at a desk for long periods of time; use hands to finger, handle, or feel; reach with hands and arms; and talk or hear. The employee is occasionally required to walk. The employee must regularly 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.

Work is generally performed in an office setting. Pressures may be generated by deadlines, volume of work, frequent interruptions, or seasonal work periods. While performing the duties of this job, the employee is regularly exposed to video display and regularly works in inside environmental conditions. The noise level in the work environment is usually quiet.

FLSA Status: Non-Exempt  
Prepared By: Stacey Peterson  
Prepared Date: May 2017  
Approved By: City of San Rafael  
Approved Date:

**City of San Rafael  
Job Class Specification**

# **Job Title: Administrative Assistant I (Confidential) Administrative Assistant II (Confidential)**

## **SUMMARY**

Under general supervision, to provide responsible, varied, secretarial and office administrative assistance to a divisional operation.

## **DISTINGUISHING CHARACTERISTICS:**

**Administrative Assistant I** - This is the entry level class in the Administrative Assistant series. This class is distinguished from the journey level by the performance of the more routine tasks and duties assigned to positions within this series. Employees at this level are not expected to perform with the same independence of direction and judgment on matters allocated to the journey level. Since this class is typically used as a training class, employees may have only limited or no directly related work experience. Employees work under immediate supervision while learning job tasks.

**Administrative Assistant II** - This is the full journey level class within the Administrative Assistant series. This class is distinguished from the Administrative Assistant I by the assignment of the full range of duties. Employees at this level receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies within the work unit. Positions in this class are flexibly staffed and are normally filled by advancement from the entry level.

Some positions in this class may be designated "confidential" in nature based on routinely handling confidential documents and issues. Positions designated as confidential are included in the confidential bargaining unit, and are excluded from the bargaining unit which includes positions allocated to the regular class.

**ESSENTIAL DUTIES AND RESPONSIBILITIES** include the following. Other duties may be assigned.

- Set up and maintain financial, statistical, and operational records, including reviewing departmental payroll submittals and various time sheets.
- Administer and maintain complex procedures, including issuing permits, submitting required information/forms for inter-governmental reimbursements and/or grant monies; and as related to assigned program areas.
- Prepare, distribute, and post agendas and minutes for a variety of meetings; provide additional administrative support which may include the transcription of recorded or written information.
- Create, edit and update departmental information on internet and intranet.
- Carry out routine required procedures related to departmental hiring.
- Prepare required statistical reports for various departmental programs.
- Provide information relating to responsibilities assigned in person or by telephone.
- Refer more complex requests, technical inquiries or serious complaints to appropriate staff members.
- Maintain inventory and office supplies; prepare purchase orders.
- Research and compile information as requested.
- Provide technical and functional supervision as appropriate to clerical personnel; recommend organizational procedural changes affecting clerical activities.
- Screen calls, visitors, and mail and take action appropriate to request/situation.
- Independently respond to letters and general correspondence of a routine nature.
- Make travel arrangements, maintain appointment schedules and calendars, arrange meetings and conferences, and schedule facilities reservations as necessary.

- Operate a variety of office equipment and use a variety of software programs including word processing, spreadsheet, and visual presentation equipment as appropriate.
- Type, edit and format a variety of materials including staff reports, agendas, general correspondence and memoranda; review finished materials for completeness, accuracy, format, compliance with policies and procedures, and appropriate English usage.
- Follow-up on projects, transmits information and keeps informed of department activities,
- Initiate and maintain a variety of files and records.
- Oversee and coordinate preparation, compilation, reproduction and distribution of various documents and reports.
- Assist in gathering data, preparing and monitoring the annual budget.
- Perform a variety of tasks related to office administration specific to the department in which assigned.
- Build and maintain positive working relationships with co-workers, other City employees, and the public using principles of good customer service.
- Perform related duties as assigned.

### **ADMINISTRATIVE ASSISTANT I**

#### **KNOWLEDGE OF:**

- English usage, spelling, grammar, and punctuation.
- Modern office methods, procedures, and computer equipment and various software applications.
- Business letter writing and arithmetic.

#### **ABILITY TO:**

- Learn to perform a wide variety of responsible secretarial and clerical work.
- On a continuous basis, sit at desk and/or stand at counter for long periods of time. Intermittently twist and reach office equipment; write and use keyboard to communicate through written means; run errands; lift or carry weight of 10 pounds or less.
- Intermittently, review documents related to department operations; observe, identify and problem solve office operations and procedures; understand, interpret and explain department policies and procedures; explain operations and problem solve office issues for the public and with staff.
- Meet the public tactfully and courteously and answer questions in person and over the telephone.
- Learn and apply policies, rules, and regulations.
- Maintain confidential data and information.
- Compose general correspondence and letters.
- Operate and use modern office equipment including computer equipment and software as assigned.
- Learn to analyze situations carefully and adopt effective courses of action.
- Type at a speed necessary for successful job performance.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain effective working relationships with those contacted in the course of work.

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

A typical way of gaining the knowledge, skill and ability outlined above is:

Equivalent to completion of the twelfth grade and two years of responsible clerical experience.

#### **OTHER REQUIREMENTS:**

Valid California driver's license preferred.

### **ADMINISTRATIVE ASSISTANT II**

In addition to the qualifications for the Administrative Assistant I:

**KNOWLEDGE OF:**

- Organization, procedures, and operating details of the city division to which assigned.
- Filing and record keeping practices.

**ABILITY TO:**

- Perform a wide variety of difficult and responsible secretarial and clerical work with limited supervision.
- Compile and maintain complex records and files.
- Independently apply policies, rules, and regulations.
- Understand the organization and operation of the city and of outside agencies as necessary to assume assigned responsibilities.
- Work independently in the absence of supervision and work under pressure to meet deadlines.
- Analyze situations carefully and adopt effective courses of action.
- Prepare statistical, financial and operational reports.

**EDUCATION and/or EXPERIENCE:**

A typical way of gaining the knowledge, skill and ability outlined above is:

Equivalent to completion of the twelfth grade and two years of responsible secretarial or office administrative experience similar to an Administrative Assistant I with the City of San Rafael.

FLSA Status: Non-exempt  
Prepared By: Stacey Peterson  
Prepared Date: January 2001  
Revised Date: June 2015  
June 2017  
Approved By: City of San Rafael



**SAN RAFAEL**  
THE CITY WITH A MISSION

Department of Public Works

**Capital Improvement Program**

FY 2017-18 to FY 2019-20

June 5, 2017

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## Table of Contents

<b>Memorandum to City Council.....</b>	<b>4</b>
<b>Capital Improvement Program (CIP) Process .....</b>	<b>11</b>
<b>Section 1: FY 2016-17 Completed Projects .....</b>	<b>12</b>
<b>Section 2: Prior Year Incomplete and Active Projects.....</b>	<b>13</b>
<b>Section 3: Project Listing and Priority Rating .....</b>	<b>23</b>
<b>Section 4: CIP Funding Summary.....</b>	<b>26</b>
Funding Definitions .....	26
Funding and Proposed Expenditure Summary .....	28
Funding and Proposed Expenditure Detail by Project .....	29
City-Owned Property .....	29
Parks.....	31
Drainage.....	32
Right-of-Way .....	33
Project Descriptions and Budget Detail – New Projects .....	35
City-Owned Property .....	35
Drainage.....	48
Right-of-Way .....	55
Parks.....	65
<b>Section 5: Priority Ranking of New Projects.....</b>	<b>69</b>

**Memorandum to City Council**

**MEMORANDUM**

**DATE:** June 5, 2017 **FILE NO:** 01.15

**TO:** San Rafael City Council

**FROM:** Bill Guerin, Public Works Director

**RE:** 3-YEAR CAPITAL IMPROVEMENT PROGRAM

REPORT REGARDING SAN RAFAEL'S 3-YEAR CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEARS 2017/18 THROUGH 2019/20

**PURPOSE:**

The purpose of the memorandum is to:

1. Present the 3 Year - Capital Improvement Program for Fiscal Year 2017/18 which includes the process utilized to develop the program, in its final form for Council approval.
2. Summarize Council's decision from the May 15, 2017 Study Session in regards to FY17/18 fund allocations to the City's Storm Water Fund #205 and Building Fund #603.
3. Summarize Council's preliminary direction from the May 15, 2017 Study Session in regards to long term funding for the Storm Water infrastructure improvements.

**BACKGROUND**

**CAPITAL IMPROVEMENT PROGRAM**

The Capital Improvement Program (CIP) is a planning document developed by the Department of Public Works to identify and prioritize new construction projects and improvements to the City's infrastructure. The priorities identified herein have been coordinated with the other departments in San Rafael to ensure that all department needs are represented. DPW will seek approval of the CIP at a future Council meeting.

The general categories within the CIP have been modified this fiscal year to reflect the following:

- City-Owned Properties (COP)
- Parks (P)
- Drainage (D)
- Right-of-Way (R/W)



CIP FUNDING SOURCES

CIP projects are funded from several different sources, as summarized by the following table:

<u>Category</u>	<u>Funding Source(s)</u>			
City-Owned Properties	Building Fund #603	Parking Services Fund #501	Grants & Contributions	
Parks	Measure A Fund #241	Parkland Dedication Fund # 240	Building Fund #603	Grants Contributions
Drainage	Storm Water Fund #205	Additional allocations are needed		
Right-of-Way	Gas Tax Fund #206 *	Grants	Traffic Mitigation Fees –Fund 246 **	

\* In addition to traditional Gas Tax revenues, several other sources contribute to the Gas Tax Fund: Construction Vehicle Impact Fees, Refuse Vehicle Registration Fees, and federal Community Development Block Grants. All are assigned to the Gas Tax Fund because their use is restricted to right-of-way projects.

\*\* Traffic Mitigation Fees may only be used for projects identified in Exhibit 21 of Policy 6A of General Plan 2020.

The Department of Public Works also seeks federal and state grants to support our infrastructure and to meet the City’s goals and objectives.

CIP PROJECTS COMPLETED IN FY2016/17

Over the last fiscal year, Department of Public Works has faced many challenges which have impacted our ability to complete projects originally listed in last year’s CIP. Staffing changes, winter storm emergencies and large scale projects such as the Sonoma-Marín Area Rail Transit (SMART) and the Essential Facilities program have required significant staff resources to administer. Filling vacant Engineering Division positions has also been challenging. Nevertheless, DPW completed 27 projects last year as shown in **Section 1** attached to this report. Of particular interest are the following:

1. Regional Transportation System Enhancement Project (RTSE)
2. Tamalpais Avenue Queue Cutter Improvements
3. Terra Linda Community Center Pool House
4. Street Resurfacing and Curb Ramps
5. Rossi Pump Station
6. Hetherton Street Resurfacing

## Capital Improvement Program

### FY 2017-18 to FY 2019-20

The following important smaller scale projects were also finalized:

1. City Solar Project at the Corporation Yard and at the Albert J Boro Community Center
2. City Wide Security System Upgrades
3. Bret Harte Road and M'Liss Storm Drain Improvements
4. Kerner Pump Station Pressure Chamber Cap
5. Brookdale Avenue Retaining Wall

#### ACTIVE CIP PROJECTS

Currently, staff is managing 58 capital projects with a wide range of complexity. This includes 17 projects that were not anticipated when last year's Capital Improvement Program was developed. Unanticipated projects are a common occurrence and the 2017/18 CIP has an unallocated balance in each of the four funding categories to anticipate these needs.

**Section 2** lists active CIP projects and includes a short summary of their status.

#### FY 2016/17 CIP DEVELOPMENT

Exhibit A, which is attached to this report, is a flow chart which details the CIP process. This year the Department of Public Works met with the other Department Directors and their staff to develop and prioritize the proposed project listing for FY17/18.

#### ***Project List Development***

The FY2017/18 list of potential projects was developed by identifying projects from last year that were not addressed, listing new projects from other City Departments and then re-rating all the projects to develop a prioritized list. These projects are listed with their respective rating in **Section 3**. While some projects have a high rating, a portion of these were pushed off to future years based on each Department Director's recommendation. For instance, the Community Services Director recommended coupling the replacement of the Sun Valley Park play structures with other play structures throughout the City at a time when the work does not conflict with other more pressing projects.

#### ***Project Estimating and Budget Analysis***

The Department of Public Works reviewed and estimated the cost of all high priority projects. Since these projects have not been designed, the estimates developed at this preliminary phase are approximations. Refer to **Section 4**, which includes a list of proposed projects, their approximate cost, and project description. These new projects are listed per category to be considered within the three-year planning window of the CIP.

#### ***Project Staffing Allocation***

In previous years, the Department of Public Works analyzed the projects listed in Section 4 to determine if current staffing levels can accommodate work load stated in the CIP. This analysis last year indicated a staffing shortfall. The winter storms exacerbated the delivery of the active projects. In addition, unanticipated projects such as drainage projects required our staff to reprioritize projects based on immediate safety concerns. Staff anticipates a similar staffing shortfall in 2017/18. To address this concern Public Works anticipates utilizing staff for high priority, grant and emergency projects and fixed term and contract resources to execute the remainder of the CIP program.

## DISCUSSION

There are several factors that influence the Capital Improvement Program which have been discussed in prior CIP's. The following topics impact decisions as to which projects are selected and how the Public Works Department addresses the City's infrastructure needs.

### Infrastructure Life Expectancy and Planning

#### Project Funding

#### Project Selection

### Infrastructure Life Expectancy and Planning

The City of San Rafael maintains over 30 facilities as well as an extensive park, road and storm water drainage system. Many of these facilities were built in the 1950's and 1960's. The public facilities are heavily utilized and show significant wear and tear. Our community centers are utilized almost continuously. Playing fields and parks see similar use. In addition to our buildings and other public amenities, the City's drainage systems and roadways are all showing significant wear and tear. Coupled with the maintenance and infrastructure upgrades required from use, codes and standards have changed since our facilities were constructed, and many require modifications based on access requirements, technology needs and safety. This year's program is focused on making repairs to all facilities including drainage, roads, parks and city owned properties to ensure that they don't continue to degrade. There are also life/safety improvements on our list.

Staff recommends performing a full facilities evaluation to ensure a full understanding of our infrastructure needs and to determine the life expectancy and repair needs. In order to ensure this evaluation is completed, Public Works anticipates utilizing an outside consultant to manage this project.

### Project Funding

Building Fund: The Building Fund (#603) is supported by a General Fund allocation exclusively for the maintenance and improvement projects on City Owned Property. For the last several years, the General Fund has contributed \$500,000 towards the Building Fund. On occasion, as additional funding is identified e.g. in the form of unspent General Fund allocations for other Public Works projects, one-time monies may be transferred into the Building Fund, allowing the Fund to accumulate a modest fund balance for larger capital improvement projects. Nearly all active and new City Owned Property projects listed in the FY 2017-18 CIP are funded by the Building Fund.

Due to the large number of necessary capital improvement projects, there is a significant funding shortfall anticipated beginning FY 2019-20. Staff is recommending that the Finance Director identify additional General Fund allocations as they become available to support necessary capital improvements and repairs to both the categories of Drainage and City Owned Property. Continued deferral of these larger maintenance projects will decrease the life expectancy of City facilities and increase the costs to repair in the future.

Storm Water Fund: As in past years, the Storm Water Fund (#205) receives annual revenues of approximately \$880,000. This funding is utilized exclusively for annual operation and

## Capital Improvement Program

### FY 2017-18 to FY 2019-20

maintenance of our 12 stormwater pump stations. These pump stations vary in age but all need constant maintenance due to frequent damage from continuous use during the rainy season. This maintenance includes but is not limited to pulling each pump, dismantling the system to dislodge debris, examine impellers and other vulnerable components in order to make sure these systems remain fully operational during major storm events in San Rafael. Properly maintained pump systems are essential to keep areas from flooding during winter storms.

In addition to standard maintenance and pump replacements described above, there are significant capital improvement needs at not only the pump stations, but also for large capital projects to improve existing storm drain systems throughout the City. However, since the Storm Water Fund receives \$880,000 in revenues from the Storm Water Activity Fee, and the standard operational costs for maintaining the pump stations are \$880,000, there is simply not enough funding for these large projects outside of the standard operational and maintenance costs.

Several years of deferred maintenance (e.g. not expending the full \$880,000 required for standard pump station maintenance) allowed a modest fund balance to accumulate in the Storm Water fund. However, this fund balance was nearly depleted in FY 2016-17 with the completion of the Rossi Pump Station improvements (FY13/14 CIP), and six unanticipated and emergency drainage projects. A full list of completed drainage projects in FY 2016-17 is shown in Section 1.

The replacement of the San Quentin Pump Station is shown on our list as a high priority. San Quentin is showing significant signs of deterioration and is in need of full replacement. As demonstrated above, existing resources available in Storm Water Fund #205 are not adequate to fund this project. Storm Water projects that are currently unfunded can be seen in the Funding summary in Section 4.

In addition to the City's unfunded Storm Water infrastructure and capital needs, Marin County Stormwater Pollution Prevention Program (**MCSTOPPP**) adds an additional financial and staffing burden to the storm drainage program. The City is working closely with MCSTOPPP in order to be in compliance with state and federal requirements. The City will need to install storm drain filtration systems to prevent debris and garbage from entering the Bay. We have several thousand catch basins and providing filtration for all these will be costly. In addition, the maintenance of these catch basins will place a huge burden on the Streets Maintenance staff especially during winter storm events because the filtration systems will become clogged very quickly and will require constant cleaning. This is an unfunded mandate. It is our understanding that the State will issue a request to develop a plan for implementing these filtration systems in the summer of 2017. Based on the extent of the requirements, the City will need to move forward with an implementation plan in 2017.

Last year's CIP recommended the use of the Building Fund (#603) for unfunded drainage projects. In the May 15, 2017 CIP study session, Council once again approved the recommended use of General Fund monies intended for the Building Fund to be used instead to fund necessary Storm Water infrastructure improvements for FY 2017-18. This means that, for FY 2017-18, the \$500,000 that the General fund annually transfers to the Building Fund will instead be transferred to the Storm Water fund. The transfer of \$500,000 into the Storm Water Fund, in addition to the small fund existing balance, would allow projects planned for FY 2017-18 to be executed.

However, the transfer is not sustainable on an ongoing basis. Beyond FY 2017-18, the Building Fund #603 cannot forgo the annual \$500,000 General Fund contribution less the Building Fund experience a funding shortfall for City owned properties as well. Continued redirection of the \$500,000 away from the Building Fund and towards the Storm Water fund will cause deferred maintenance and continued deterioration on City facilities.

As a long term solution to funding storm water infrastructure improvements and MCSTOPP mandates, Staff was directed by Council in the May 15 Study Session to evaluate the current storm water activity fee to determine whether an increase is appropriate, and what the next steps would be to increase the fee. The storm water activity fee was last updated in 2001: the average residential parcel pays \$28 per year, and the average commercial parcel pays \$217 per year. Per Proposition 218, voter approval is required to raise the fee. Staff is currently evaluating the next steps.

Gas Tax: Roadway projects are primarily supported by the Gas Tax Fund and State and Federal grants. Gas tax is a percentage tax on each gallon of gas purchased in San Rafael. Two major factors have caused a tremendous shortfall in gas tax revenues (and subsequently inadequate funding for road maintenance) statewide; (1) gas prices have fallen significantly and remained low since 2013 (2) fuel efficient vehicles are purchasing less gas, but continue to drive on our roads, which adds to roadway deterioration. This year the Road Maintenance and Rehabilitation Act (RMRD) (signed by Governor Brown on April 2017), raised statewide taxes on gasoline and diesel and established new vehicle registration fees. New RMRA tax rates become effective November 1, 2017, and will provide significant additional funding for Right of Way projects for San Rafael. San Rafael anticipates receiving an additional \$418,000 in gas tax revenues from the State starting FY 2017-18, and an additional \$1.1 million ongoing starting FY 2018-19.

In addition, several new projects have been added to the Right-of-Way category of the CIP, among them the Sidewalk Repair Program. While the sidewalk policy has not been finalized at the time of this report's development, a line item has been added in anticipation of future action by the City. Showing this in the CIP does not commit the City to action although the information underscores the importance of this issue and the need to plan for a future capital outlay.

### Project Selection

Project selection is based on recommendations by the Department Directors to accommodate high priority needs, which focused on life/safety, maintenance and repair, public and Council input, and other factors. Department Directors rated each project within the categories to develop a prioritized list of projects. Section 5 shows the new projects proposed to be included in FY17/18 CIP. Staff is not recommending moving forward with several projects that have been noted as significant to the City Council in the past.

During the May 15, 2017 Study Session, City Council approved of the inclusive selection and decision making process by which the Capital Improvement Program for Fiscal Year 2017/18 was developed.

## Capital Improvement Program

### FY 2017-18 to FY 2019-20

#### OPTIONS AND RECCOMENDATIONS FOR FY 2017-18 CIP (based on May 15, 2017 Study Session):

##### 1. Storm Water Fund #205

###### **Council Direction Based on May 15, 2017 Study Session (recommended):**

- a. Instruct the Finance Director to include a onetime allocation within the FY17/18 budget of \$500,000 to the Storm Water Fund #205 from the General Fund which decreases the allocation to Building Fund #603. This would decrease funds available for facility improvements. (Staff Recommendation)
- b. Direct staff to evaluate the current Storm Water Activity Fee to determine whether an increase is appropriate, and determine the course of action required to increase that fee.

###### **Other options presented at May 15, 2017 Study Session (not recommended):**

- a. Direct unallocated additional revenues identified at FY16/17 year end to Storm Water Fund #205 to finance drainage capital projects. At the time, the Finance Director anticipates that there may be \$400,000 in Educational Revenue Augmentation Fund related distributions of property tax that will be unallocated for FY 17/18. However, it is important to note that since these revenues are general fund, they can be allocated towards any onetime expenditure.
- b. Direct staff to other alternatives not identified above.

##### 2. Funding Shortfalls for City Owned Properties Anticipated for FY 2018-19

###### **Council Direction Based on May 15, 2017 Study Session (recommended):**

- a. City Council may direct the Finance Director to allocate additional onetime funding to the Building Fund (#603), as funding becomes available, to address projected funding shortfalls anticipated to begin starting FY 19/20 (or FY18/19 if annual \$500,000 allocation from General Fund is redirected to Storm Water Fund #205). (Staff Recommendation)

###### **Other options presented at May 15, 2017 Study Session (not recommended):**

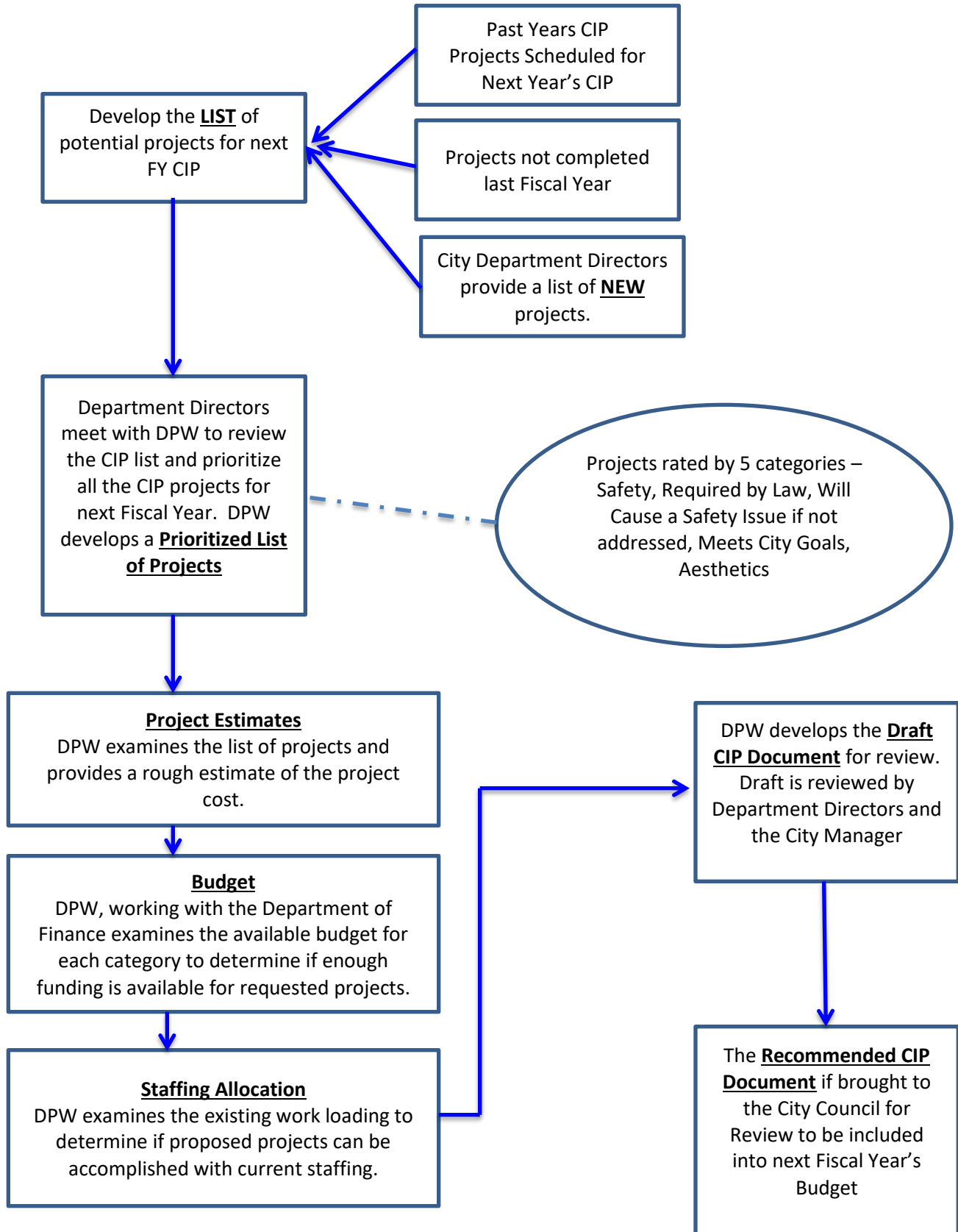
- b. City Council may direct staff to continue to defer repairs of drainage and buildings based on a projected shortfall in funding. In this case, these facilities will continue to deteriorate over time and will eventually not be able to function as intended.
- c. City Council may direct staff to pursue other methods to support these budget centers such as assessment districts or additional tax measures.

##### 3. 2017/18 CIP

###### **Options for June 5, 2017 Council Meeting**

- a. Council may accept the final CIP document for Fiscal Year 2017/18.
- b. Council may make changes to the CIP in terms of the process followed with internal departments and staff and may make changes to the projects recommended to within the program.

## Capital Improvement Program (CIP) Process



## Capital Improvement Program

FY 2017-18 to FY 2019-20

### Section 1: FY 2016-17 Completed Projects

#### **City-Owned Properties Projects**

<i>Project</i>	<i>Department</i>	<i>CIP</i>
City Solar Project – Corporation Yard & Albert J Boro Center	All	15/16 CIP
Albert J Boro Community Center Reroof	CS	FY15/16
Terra Linda Recreation Center Pool House	CS	FY14/15
Bay Point HOA Street Light Replacement	HOA	Not in CIP
MERA Tower Retrofit	DPW	FY15/16
City Wide Security System Upgrade	All	Not in CIP
Parkside Preschool Interior Painting	CS	16/17 CIP

#### **Parks Projects**

<i>Project</i>	<i>Department</i>	<i>CIP</i>
Sun Valley Park Basketball Court	CS	Not in CIP

#### **Drainage Projects**

<i>Project</i>	<i>Department</i>	<i>CIP</i>
Simms and Andersen Drainage Improvements	DPW	Not in CIP
Rossi Pump Station	DPW	13/14 CIP
Bret Hart Road & M'Liss Storm Drain Improvements	DPW	Not in CIP
Marquad/West Storm Drain Improvements	DPW	Not in CIP
Kerner Pump Station Pressure Chamber Cap	DPW	Not in CIP
520 Fairhills Drive Storm Drain Improvements	DPW	Not in CIP
56 Esmeyer Drainage Improvements	DPW	Not in CIP

#### **Right-of-Way Projects**

<i>Project</i>	<i>Department</i>	<i>CIP</i>
Brookdale Avenue Retaining Wall	DPW	14/15 CIP
Del Presidio – Pt San Pedro Road Resurfacing	DPW	14/15 CIP
Hetheron Street Resurfacing	DPW	Not in CIP
Hetheron Street Curb Ramp Installation	DPW	Not in CIP
171 Southern Heights Retaining Wall Repair	DPW	Not in CIP
North San Pedro & Los Ranchitos Signal Upgrades	DPW	Not in CIP
2015/16 Resurfacing	DPW	15/16 CIP
2015/16 ADA DOJ Curb Ramps	DPW	15/16 CIP
15 Octavia Curb and Gutter Repair	DPW	Not in CIP
2016/17 ADA DOJ Curb Ramps	DPW	16/17 CIP
Bonnie Banks/Lochinvar Curb Ramp Installation	DPW	Not in CIP
Regional Transportation System Enhancement Project	DPW	13/14 CIP
Tamalpais Avenue Queue Cutter Improvements	DPW	15/16 CIP
Transit Center Relocation Study	ED/DPW	14/15 CIP
Windward Way Security Improvements	DPW	Not in CIP



## Section 2: Prior Year Incomplete and Active Projects

### City-Owned Property (13)

<i>Project Name</i>	<i>Department</i>	<i>CIP</i>	<i>Status/Comments</i>
City Solar Project	All	FY15/16 CIP	AJB Center and the Corporation Yard sites are up and running. Panels to be installed on the A Street Parking Garage in the Spring of 2017. Additional panels to be considered on City Hall.
Replace Windows and Sliding Doors at Fire Station 54 and 55	F	FY15/16 CIP	This project has not been initiated due to lack of staff availability and higher priority projects. The project includes replacing windows and doors at Station 54 and 55.
Security Locks, Lighting and Video System for Fire Stations	F	FY15/16 CIP	This project has not been initiated due to lack of staff availability. The project includes installation of a security system at Station 55.
Mission and E Street Parking Lot Resurfacing (Menzie's)	PS	FY16/17 CIP	This project includes resurfacing the parking lot next to the Falkirk Mansion. Project to be completed by July 2017.
City Hall Switchgear Replacement	All	FY16/17 CIP	This project includes replacing the obsolete electrical switch panels at City Hall. The project is currently being designed and should be ready to bid in the summer of 2017.
Terra Linda Recreation Center Roof Repair	CS	FY16/17 CIP	This project includes replacing the old roof at the Terra Linda Community center. This project should be designed and bid with other roofing projects such as the City Hall Re-Roof for and economy of scale.
City Hall Accessibility Improvements	All	FY16/17 CIP	This project includes improvements to the Council room dais as well as access improvements within the chambers. The project has not been initiated due to lack of staff availability.
Terra Linda Pool Deck Replacement/Repair	CS	FY16/17 CIP	Originally this project included the replacement of concrete around the pool area which was deteriorated and presented a hazard to patrons. In the winter of 2016, concrete filler was utilized as an experimental initial step. If this material lasts for a season it will be applied on other areas of the pool deck. If its use is not successful, DPW will pursue removal and replacement of the concrete

Capital Improvement Program  
 FY 2017-18 to FY 2019-20

<i>Project Name</i>	<i>Department</i>	<i>CIP</i>	<i>Status/Comments</i>
Library Painting	L	FY16/17 CIP	This project originally included painting specific areas of the interior of the library. During the development of this years CIP, Library staff recommended pursuing a study of the entire library systems which may reprioritize this project. Library staff has requested that this remain on the list pending the identification of other, and possibly more important, projects that affect the library.
Facility Assessment Study	All	FY16/17 CIP	This project includes the development of a working document which details when existing infrastructure such as HVAC systems, roofing and other key components of our facilities are needed for replacement. This project has not been started due to other priority projects.
PG&E Energy Upgrades (CEC Loan)	DPW	Unanticipated Project	A CEC Loan was originally identified as a funding mechanism for the City Hall Switch Gear project. However after further analysis by PG&E, this loan would be better applied to energy upgrades in City buildings and City infrastructure such as street lighting. This project will be completely managed, including construction activities, through PG&E. Currently the CEC loan is being reviewed and approved and we expect to return the Council for approval in the summer of 2017.
Fifth and C Parking Garage Improvements	PS	FY16/17 CIP	This project includes structural improvements to the Fifth and C Parking Garage identified in a previous structural study. DPW is pursuing a contract with a designer for the project with construction to follow in the winter of 2017.
City Hall Lobby Improvements	CM	Unanticipated Project	This project includes improvements to the City Hall Lobby.

Capital Improvement Program  
FY 2017-18 to FY 2019-20

**Parks (7)**

<i>Project Name</i>	<i>Department</i>	<i>CIP</i>	<i>Status/Comments</i>
Albert Park Improvements	CS	FY16/17 CIP	This project includes improvements to the play structure adjacent to the B Street Community Center. Conceptual designs developed by Abey Arnold Associates. Design development to follow. Construction Estimates exceed the budget for the project at this time such that further refinements in the project scope may be required.
Shoreline Parkway - BCDC Violation Compliance	DPW/CS	Unanticipated Project	This project includes majority upgrades to the southern termination of the pathway including signage, landscaping and renovation of an existing restroom. All work is complete except for the restroom renovation which is anticipated to be complete summer 2017. While this restroom facility has been closed for many years and City Police do not believe that reopening the facility necessary BCDC has notified the City that the facility needs to be reopened.
Victor Jones Park Improvements	CS	FY16/17 CIP	This project includes improvements to the upper portion of the park including playground equipment, landscaping, and a new restroom. The project is currently being designed.
Schoen Park Playground Equipment	CS	FY16/17 CIP	Project includes replacing the existing play structure at Schoen Park located just east of the Albert J Boro Center. This project has not been initiated due to lack of staff availability.
Boyd Park Restroom	CS	FY16/17 CIP	This project originally included the installation of a new restroom facility at Boyd Park. A combined park restroom for the Boyd Gate House and Boyd Park is anticipated at this location. There is a long lead time for the prefabricated restroom. Completion anticipated for late summer 2017.
Bret Hart Restroom	CS	FY16/17 CIP	This project includes the installation of a new restroom facility at Bret Park. A preliminary layout is being developed with the installation to follow in the fall of 2017.

Capital Improvement Program

FY 2017-18 to FY 2019-20

<i>Project Name</i>	<i>Department</i>	<i>CIP</i>	<i>Status/Comments</i>
Albert J Boro Community Center Synthetic Field	CS	FY16/17 CIP	This project includes the replacement of the existing turf area with a synthetic field. The project was designed many years ago; however, funding for the project was not available. The City has been setting aside some funding as seed funding to develop funding from outside sources for the larger replacement.

**Drainage (5)**

<i>Project Name</i>	<i>Department</i>	<i>CIP</i>	<i>Status/Comments</i>
Cayes Pump Station Control system	DPW	Unanticipated Project	This project includes replacing the electrical equipment and flap gates to the pump station and is in pre-design phase.
7 Beechwood Ct Storm Drain Improvements	DPW	FY17/18 CIP	Project has been awarded and awaiting environmental permits to move forward with construction. Construction to occur in the late summer of 2017. This project if not addressed will affect private property improvements.
Sea Level Rise Vulnerability Assessment	DPW	FY16/17 CIP	Originally identified in previous CIP's, this project was intended to follow the County's Bay Wave project in order to identify key issues specific to San Rafael. The County's Bay Wave Project has not been completed yet. It is not anticipated that additional study will be necessary until the Bay Wave project is completed.
Canal Street CMP Replacement	DPW	FY16/17 CIP	This project has not been initiated due to lack of staff availability. In addition, due to the storm events this winter replacement of this system cannot be initiated until later in the season. DPW is recommending dropping this project pending a full review of all the CMP's in the City.
Corrugated Metal Pipe (CMP) Assessment Study	DPW	FY16/17 CIP	This project has not been initiated due to lack of staff availability.

Capital Improvement Program  
FY 2017-18 to FY 2019-20

**Right-of-Way (33)**

<i>Project Name</i>	<i>Department</i>	<i>CIP</i>	<i>Status/Comments</i>
Merrydale Pathway - North Connector	DPW	FY17/18 CIP	This project includes the installation of a pathway from Las Gallinas Avenue to the Civic Center SMART station. DPW met with concerned citizens and developed a plan for a multi-use path along one side of the roadway. SMART is interested in installing parking on this section for the rail service. DPW is working with all parties to develop a plan for a path and parking.
Biscayne Drive Subdrain Project	DPW	Unanticipated Project	This project includes the installation of a subdrain system on Biscayne. The project is in construction and should be completed as of the end of June 2017.
Second & Grand Avenue Intersection Improvements	DPW	FY16/17 CIP	This project includes improvements to the intersection including traffic signal modifications and removal of pork chop islands. This project is anticipated to go to construction summer 2017.
First Street at Mahon Creek Wall Repair	DPW	FY15/16 CIP	This project includes repairs to the retaining wall on the south side of the creek. An investigative analysis is underway.
Third and Irwin Intersection Paving Improvements	DPW	Unanticipated Project	This project has been awarded to Maggiora and Ghilotti and will be completed in summer 2017.
Grand Avenue Pedestrian Bridge	DPW	FY16/17 CIP	This project includes installation of a pedestrian bridge across the San Rafael Canal. The City is currently in negotiations to acquire property to accommodate the bridge and adjacent sidewalk. Several funding sources are being addressed to support this project. The use of federal funds for this project will extend the review period by CalTran's local assistance. Optimistically, we would like to start this project as soon as the Right of Way acquisition is completed however obtaining federal approval will take more time. Based on this we anticipate receiving approval for bidding the project in 2017.
PTAP Program	DPW	Unanticipated Project	The "Pavement Condition Index" (PCI) of each road is determined through this program. The PCI determines which

Capital Improvement Program

FY 2017-18 to FY 2019-20

<i>Project Name</i>	<i>Department</i>	<i>CIP</i>	<i>Status/Comments</i>
			roads are under moratorium and assists staff in determining which roads to include in its annual resurfacing project. This program is fully funded by MTC.
Canal Parking Study	DPW	Unanticipated Project	This study included an analysis of parking patterns within the Canal neighborhood and surrounding neighborhoods and offer potential strategies to alleviate the issue. The study has been completed and the consultant is preparing the final report to bring to the City Council.
Freitas and Las Gallinas Intersection Improvements	DPW	FY16/17 CIP	This project includes improvements to the intersection such as traffic signal modifications, bike lane modifications, lengthening the left turn pockets, removal of pork chop islands, and widening the bridge across the culvert to allow for dual left turns. This project is currently in construction.
2016/17 Resurfacing & Curb Ramps	DPW	FY16/17 CIP	This project includes curb ramp installation and resurfacing of various streets within the City. This project is in design and is anticipated to go out to bid in summer 2017.
70 Irwin Street Slide Repair	DPW	Unanticipated Project	This site experienced a significant slide during the January 2017 storm event. The project includes installing a retaining wall and roadway repairs due to a landslide adjacent to the roadway. Currently DPW is seeking proposal for the design in compliance with FEMA requirements in order to obtain state and federal reimbursement for the project.
80 Upper Toyon Slide Repair	DPW	Unanticipated Project	This site experienced a significant slide during the January 2017 storm event. The project includes installing a retaining wall and roadway repairs due to a landslide adjacent to the roadway. Currently DPW is seeking proposal for the design in compliance with FEMA requirements in order to obtain state and federal reimbursement for the project.

Capital Improvement Program  
FY 2017-18 to FY 2019-20

<i>Project Name</i>	<i>Department</i>	<i>CIP</i>	<i>Status/Comments</i>
21 San Pablo Slide Repair	DPW	Unanticipated Project	This site experienced a significant slide during the January 2017 storm event. The project includes installing a retaining wall and roadway repairs due to a landslide adjacent to the roadway. Currently DPW is seeking proposal for the design in compliance with FEMA requirements in order to obtain state and federal reimbursement for the project.
North San Pedro Median Improvement Project	DPW	Unanticipated Project	Includes replacement of a median to meet current design standards as well as a signal modification. DPW anticipates moving forward with this informal project after the start of rail service
Third Street Rehabilitation - Grand to Miracle Mile	DPW	FY18/19 CIP	This project includes installation of roadway, traffic signal, civil, and drainage improvements.
Lincoln Ave Curb Ramps	DPW	Unanticipated Project	This project includes the installation of curb ramps along Lincoln Avenue north of Mission Avenue. This project is currently in design.
Andersen Drive At-grade Crossing Improvements	DPW	FY16/17 CIP	This project will install new roadway and traffic signal improvements at the SMART grade crossing. This project design has been submitted to the CPUC for approval. Pending approval by the CPUC the City anticipates having SMART's contractor construct the improvements at this crossing at the same time they are installing the rail systems.
Second to Andersen Multi Use Pathway Project	DPW	FY17/18 CIP	This project will install a multi-use pathway along the SMART corridor south of Second St. The has hired Alta Planning and design to develop preliminary designs and start the environmental process for the project. Funding for the construction is still needed for the project and DPW has submitted for additional grant funding to support the work.
Francisco Blvd. East Improvement Project	DPW	Unanticipated Project	The City recently received notification that federal funding is available for this sidewalk widening project. DPW has a design developed several years ago for

Capital Improvement Program

FY 2017-18 to FY 2019-20

<i>Project Name</i>	<i>Department</i>	<i>CIP</i>	<i>Status/Comments</i>
			this project. Several steps need to occur before this project can be bid such funding authorization, obtaining utility clearance, working with the property owners to make sure that they are aware of the work and its impact. Public Works anticipates working on this project in the fall of 2017 when the funds become available.
Fairhills Slide Study/Repair	DPW	FY17/18 CIP	This is an on-going study to monitor and repair roadway failure due to movements in the adjacent hillside.
G Street Drainage and Roadway Improvement Project	DPW	FY16/17 CIP	This project will install a new storm drain system, curb ramps, and resurface the street. We anticipate construction to occur in the summer/fall of 2017.
Southern Heights Bridge Replacement	DPW	FY17/18 CIP	This project is to replace the existing bridge and currently is in design. This project is fully funded by the State of California. The designer is currently proceeding with developing plans for a one lane, 21 foot wide, bridge in this location which was requested by residents adjacent to this project. Construction is anticipated to occur in 2018.
San Rafael Quiet Zones	DPW	FY15/16 CIP	The Quiet Zone for the IOS is in place. Work is on-going on the QZ from downtown to Larkspur.
Francisco Blvd. West Realignment	DPW	Unanticipated Project	City Staff are working with SMART on the realignment design. Modifications to the initial design are needed provide as much space as possible for the multi use path from 2 <sup>nd</sup> to Andersen.
San Rafael Signal Re-Timing (MTC)	DPW	Unanticipated Project	This project will retime all traffic signals in the City using a grant from MTC. DPW is working with CalTrans to start the project. Examining existing timing, modeling modification and implementing changes will take several at least 6 months to develop.
Third and Hetherton Signal Modification (HSIP Funded)	DPW	Unanticipated Project	This project will construct safety improvements to the intersection for pedestrians and vehicles. At this time the City has hired a consultant to examine safety improvement to the



Capital Improvement Program  
FY 2017-18 to FY 2019-20

<i>Project Name</i>	<i>Department</i>	<i>CIP</i>	<i>Status/Comments</i>
			intersection. Improvements such as a doubled right turn onto 3 <sup>rd</sup> street will be considered. Implementation of improvements are supported by the Highway Safety Improvement Program. Physical improvements should not be expected until 2018.
Ridge Avenue Access Study	DPW	Unanticipated Project	This project was initiated by residents through the Traffic Coordination Committee who want the road changed to a one way roadway. Several properties would be impacted by this change and are not in favor of the change. DPW is investigating whether improvements to these individual properties can be made to facilitate a one way street.
Traffic Signal Controller Upgrades	DPW	FY17/18 CIP	Project includes installation/upgrading existing traffic signal equipment.
Radar Feedback Signs & Mid-Block Crosswalk Flashing Signs	DPW	FY16/17 CIP	DPW has worked closely with a consultant to develop criteria for rating each mid-block crossing to determine what improvements should be installed to improve safety. DPW is in the process of rating all the crossings with the intent of identifying specific crossing to receive improvements such as rapid rectangular flashing beacons.
Second and Third Street Queue Cutters	DPW	FY16/17 CIP	This project has not been initiated due to lack of staff availability. This project will study whether queue cutter signals are needed for SMART's Larkspur Extension project..
Downtown Station Area Parking Utilization and Wayfinding Study	DPW/PS	FY15/16 CIP	DPW assisting parking services with developing and installing signage within the City.
Bungalow Avenue Reconstruction	DPW	FY16/17 CIP	This project includes installation of new roadway, sidewalk, and drainage facilities. The City has been setting aside funding for this project over the last few years. In 2016 we estimated the cost of construction to be more than \$800,000 for this short section of roadway. In 2016, staff recommended postponing this construction until the 2020/21 season.

Capital Improvement Program

FY 2017-18 to FY 2019-20

<i>Project Name</i>	<i>Department</i>	<i>CIP</i>	<i>Status/Comments</i>
City of San Rafael Sidewalk Program	DPW	FY17/18 CIP	DPW has been working closely with neighborhood groups to develop a policy for sidewalk repair and anticipates bringing this to the City Council in the Summer of 2017.

### Section 3: Project Listing and Priority Rating

#### CITY OWNED PROPERTY

#	Project Name	Dept	Total
1	<a href="#">Safety System Upgrade at B Street Stage Area</a>	FR	27
2	<a href="#">Downtown Library Assessment Study</a>	LIB	27
3	<a href="#">City Hall 2nd Floor Study - space plan and life Safety</a>	CD	26
4	Terra Linda Pool House Electrical Upgrades	CS	26
5	<a href="#">City Hall Reroof</a>	DPW	26
6	Library Restroom Addition	LIB	24
7	Re-roof Downtown Library	LIB	24
8	<a href="#">Portable Building Replacement (Silveria &amp; Dixie)</a>	CS	24
9	Fifth and Garden Parking Lot Resurfacing	CS	22
10	<a href="#">ALB Roof Repair - Non Solar Related</a>	CS	22
11	B Street Community Center Parking Lot Resurfacing	CS	21
12	Terra Linda Recreation Center Hardscape Repair	CS	20
13	B Street Community Center Re-Roof	CS	20
14	City Hall & Library Lighting and Landscaping Improvements	LIB	20
15	<a href="#">City Hall Fire Upgrades</a>	FR	19
16	3rd and Lootens Parking Structure Repairs	PS	18
17	3rd and A Street Parking Structure Repairs	PS	18
18	3rd and C Street Parking Structure Repairs	PS	18
19	Resurface City Hall Parking Lots, Lower and Upper	PD	17
20	Albert J Boro Electrical Upgrades	LIB	15
21	<a href="#">Parking Lot Resurfacing at 55 &amp; 56</a>	FR	14
22	B Street Concrete Entrance Reconstruction	CS	13
23	<a href="#">Roof Replacement at Station 56</a>	FR	13
24	<a href="#">Court Street Fountain Repair</a>	DPW	12
25	<a href="#">Emtrac System (Preemptions Systems)</a>	FR	12
26	Enclose Library Children's Patio	LIB	10

#### PARKS

#	Project Name	Dept	Total
1	Sun Valley Park Playground Structure	CS	31
2	Gerstle Park Playground Structure	CS	31
3	Peacock Gap Playground Structure	CS	31
4	Santa Margarita Court Replacement	CS	23
5	Starkweather Park Improvements	CS	21
6	TLCC Play Area and Access Improvements	Park	18
7	Bernard Hoffman Drainage and Irrigation Improvements	Park	15
8	Albert J Boro Community Center Synthetic Field	CS	

Capital Improvement Program  
 FY 2017-18 to FY 2019-20

DRAINAGE

#	Project Name	Dept	Total
1	<a href="#">San Quentin Pump Station Reconstruction</a>	DPW	32
2	<a href="#">Los Gamos and Oleander (Study)</a>	DPW	30
3	#7 Beechwood Culvert Replacement	DPW	29
4	Spinnaker Point Salt Marsh Remediation	DPW	28
5	Miscellaneous CMP Projects	DPW	27
6	<a href="#">Pump Station Communication System Upgrades</a>	DPW	26
7	<a href="#">Las Cassas Drainage Basin Repair &amp; Drainage System</a>	DPW	26
8	<a href="#">Woodland Avenue Drainage Improvements - Bungalow to Siebel</a>	DPW	25
9	<a href="#">2nd between C and E - Drainage system upgrade (Analysis and Construction)</a>	DPW	25
10	San Rafael Shoreline Sea Level Vulnerability Study	DPW	24
11	<a href="#">Freitas Ditch Concrete Channel Repair</a>	DPW	22
12	<a href="#">San Rafael Canal Dredging</a>	DPW	22
13	<a href="#">East Jessup Storm Improvements</a>	DPW	22
14	MCSTOPPP - Catch Basin Trash Capture	DPW	18
15	Happy Lane Storm Drain Abandonment	DPW	9

RIGHT OF WAY

#	Project Name	Dept	Total
1	City of San Rafael Sidewalk Replacement Program	DPW	29
2	<a href="#">East Francisco Resurfacing</a>		29
3	<a href="#">Second and Third Street Queue Cutters (Study)</a>	DPW	29
4	<a href="#">Smith Ranch Road Resurfacing (East Side to West side South Bound On Ramp)</a>	DPW	29
5	<a href="#">3rd and Hehterton Improvements (HSIP)</a>	DPW	28
6	ADA DOJ Curb Ramps	DPW	28
7	<a href="#">Lincoln Avenue Curb Ramps</a>	DPW	28
8	Street Resurfacing	DPW	28
9	<a href="#">2017 Slides</a>	DPW	27
10	<a href="#">Retiming City Signals (Pass Grant)</a>	DPW	27
11	NTPP-Francisco Blvd. East Sidewalk Widening	DPW	25
12	Fairhills Drive Slide Repair	DPW	24
13	<a href="#">G Street Resurfacing (Mission to 4th)</a>	DPW	23
14	Radar Feedback Signs & Mid-block Crossing Flashing Signs	DPW	23
15	Southern Heights Bridge	DPW	23
16	Merrydale Pathway North - Connector	DPW	22
17	West End/Marquad Bulb Out and Bicycle Improvements	DPW	22
18	<a href="#">Civic Center - Merrydale South Pedestrian Connector</a>	DPW	21
19	Safe Routes to School – Davidson Phase 2	DPW	21
20	Belvedere/Alto/Tiburon Intersection Improvements	DPW	20
21	Third Street Improvements - Grand to Miracle Mile	DPW	20
22	Traffic Signal Control Upgrades	DPW	20

Capital Improvement Program

FY 2017-18 to FY 2019-20

23	Homeless Miscellaneous Projects	DPW	20
24	<a href="#">Canal CMP Replacement</a>	DPW	18
25	<a href="#">Street Light LED Replacement Project</a>	DPW	18
26	2 <sup>nd</sup> & G Street Intersection Improvements	DPW	17
27	City Hall Parking Lot Resurfacing	DPW	17
28	Third & Grand Intersection Improvements	DPW	17
29	2nd to Andersen Multi-Use Path	DPW	16
30	Bellam Blvd. Sidewalk Widening	DPW	16
31	Bellam/Andersen Intersection Improvements	DPW	16
32	Elm and Grand Avenue Sidewalk	DPW	16
33	Grand Avenue Sidewalk	DPW	16
34	Mission Avenue Sidewalk	DPW	16
35	Bungalow Avenue Reconstruction	DPW	14
36	Aerial Undergrounding	DPW	13

## Section 4: CIP Funding Summary

### Funding Definitions

**Active Projects:** Projects identified and approved in prior year CIP's

**New Projects:** Projects identified as new to the FY 2017-18 CIP

<b>Fund</b>	<b>Fund Name</b>	<b>Fund Description</b>
205	<b>Storm Water</b>	<p>Established to fund Storm Water maintenance, programs, and improvements throughout the City—including maintenance and repair of the City's 12 storm water pump stations. Receives annual revenues of approximately \$850,000 from the City's Storm Water Activity fee (Municipal Code Chapter 9.40).</p> <p>Since standard operations and maintenance for pump stations and drainage systems amounts to \$850,000/year, there are insufficient funds in the Storm Water Fund to finance large capital improvements on pump stations and drainage projects beyond routine maintenance and replacements. See "Storm Water (Unfunded)" below.</p>
206	<b>Gas Tax</b>	<p>Gas Tax is a percentage tax on each gallon of gas purchased in San Rafael. Gasoline tax is collected and distributed to jurisdictions by the State on an annual basis, and may be used for capital projects and maintenance to local streets, roads, and Right-of-Ways. This fund also collects local dollars for Right-of-Way improvements including, for example, local Measure A funds (distributed by Transportation Authority of Marin).</p>
208	<b>Childcare Fund</b>	<p>Projects identified in the CIP as utilizing the Childcare Fund are strictly for the facility improvements as related to the City's childcare centers.</p>
236	<b>Loch Lomond Assessment District</b>	<p>The Loch Lomond (Melo-Roos) Assessment District was established in 1992 to pay for the repair and maintenance of Storm Water system infrastructure in the district's defined area.</p>
240	<b>Parkland Dedication</b>	<p>This fund was established to account for long-term developer deposits used to enhance and maintain City park infrastructure.</p>
241	<b>Measure A</b>	<p>Measure A is a nine year ¼ percent transactions and use tax that was passed in 2012 and 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. Funding allocations for Measure A dollars within the City of San Rafael are coordinated by Finance on an annual basis.</p>
246	<b>Traffic Mitigation</b>	<p>San Rafael uses the Traffic Mitigation Fund to collect developer contributions to be used to defray the cost of public projects necessitated by the development project. Projects funded through the Traffic Mitigation Fund are identified in Exhibit 21 of Policy 6A of General Plan 2020. Some of the balance in the fund is being held in anticipation of major public right-of-way projects identified in the General Plan 2020.</p>
501	<b>Parking Services</b>	<p>Projects identified in the CIP as utilizing the Parking Services Fund are strictly for the facility improvements as related to the City's parking facilities.</p>

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<b>603</b>	<b>Building Maintenance</b>	<p>Funds are transferred from the General Fund into the Building Maintenance Fund to support capital and maintenance projects associated with the City's buildings, parks, and other facilities.</p> <p>For the last several years, the General Fund has contributed \$500,000 towards the Building Fund. On occasion, as additional funding is identified e.g. in the form of unspent General Fund allocations for other Public Works projects, one-time monies may be transferred into the Building Fund, allowing the Fund to accumulate a modest fund balance for larger capital improvement projects. Nearly all active and new City-Owned Property projects listed in the FY 2017-18 CIP are funded by the Building Fund.</p>
<b>Storm Water (General Fund Transfer)</b>		<p>In the development of the FY 2017-18 CIP, it was determined that a significant number of necessary Storm Water infrastructure and capital projects were unfunded. Existing resources available in Storm Water Fund #205 are not adequate to fund these projects as the Storm Water Fund only generates approximately \$850,000 in revenue annually, and this is utilized entirely for annual operation and maintenance of the 12 storm water pump stations.</p> <p>Due to the imminent need for funding of these drainage infrastructure projects in FY 2017-18, City Council approved the recommendation by staff on the May 15, 2017 CIP Study Session to redirect the annual \$500,000 General Fund contribution for the Building Maintenance Fund, to the Storm Water Fund instead. However, it is important to note that this one-time transfer of General Fund monies to the Storm Water Fund for FY 2017-18 is a short term solution, as the Building Fund cannot forgo the \$500,000 in revenue from the General Fund for more than one fiscal year. Therefore, only unfunded Storm Water projects for FY 2017-18 are identified as funded via the "Storm Water (General Fund Transfer)"</p>
<b>Storm Water (Unfunded)</b>		<p>Storm Water projects beyond FY 2017-18 that are separate from the standard \$850,000 annual maintenance are currently unfunded.</p> <p>Staff continues to assess the Storm Water Fund to find a long-term funding solution to ensure our drainage system and facilities are sufficiently funded and properly maintained, without impacting funding for capital projects at other City owned properties. On the May 15, 2017 Study Session Council directed staff to evaluate the current Storm Water Activity Fee to determine whether an increase is appropriate, and determine the course of action required to increase that fee.</p>

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Capital Improvement Program

FY 2017-18 to FY 2019-20

Funding and Proposed Expenditure Summary

Fund Funding Source		FY 2017-18	FY 2018-19	FY 2019-20	Total
<b>City Owned Property</b>					
Active	501 Parking Services	\$251,875			\$251,875
	603 Building Maintenance	\$745,000	\$360,000		\$1,105,000
	Other	\$1,234,500			\$1,234,500
New	208 Childcare Fund	\$188,000			\$188,000
	501 Parking Services		\$1,270,000		\$1,270,000
	603 Building Maintenance	\$917,800	\$1,223,000	\$570,000	\$2,710,800
<b>City Owned Property Total</b>		<b>\$3,337,175</b>	<b>\$2,853,000</b>	<b>\$570,000</b>	<b>\$6,760,175</b>
<b>Drainage</b>					
Active	Other	\$120,000			\$120,000
	Storm Water (Unfunded)		\$310,000		\$310,000
	Storm Water (GF Trnsfr)	\$410,000			\$410,000
New	205 Storm Water	\$880,000	\$880,000	\$880,000	\$2,640,000
	206 Gas Tax	\$140,000	\$149,600	\$444,200	\$733,800
	236 Loch Lomond Assessment District	\$75,000			\$75,000
	Grants	\$250,000		\$3,750,000	\$4,000,000
	Storm Water (Unfunded)		\$374,670	\$1,953,800	\$2,328,470
	Storm Water (GF Trnsfr)	\$481,000	\$515,000	\$2,480,000	\$3,476,000
<b>Drainage Total</b>		<b>\$2,356,000</b>	<b>\$2,229,270</b>	<b>\$9,508,000</b>	<b>\$14,093,270</b>
<b>Parks</b>					
Active	240 Parkland Dedication	\$300,000			\$300,000
	241 Measure A	\$410,000	\$340,000		\$750,000
	603 Building Maintenance	\$376,500	\$250,000		\$626,500
	Other	\$10,000			\$10,000
New	240 Parkland Dedication	\$100,000	\$100,000	\$100,000	\$300,000
	241 Measure A	\$25,000	\$25,000	\$25,000	\$75,000
	603 Building Maintenance		\$226,800	\$185,200	\$412,000
	Other			\$3,570,000	\$3,570,000
<b>Parks Total</b>		<b>\$1,221,500</b>	<b>\$941,800</b>	<b>\$3,880,200</b>	<b>\$6,043,500</b>
<b>Right-of-Way</b>					
Active	206 Gas Tax	\$1,248,444			\$1,248,444
	246 Traffic Mitigation	\$3,179,108	\$1,500,000		\$4,679,108
	501 Parking Services	\$20,000			\$20,000
	Grants	\$4,948,556	\$8,000,000		\$12,948,556
	Unfunded	\$1,502,061			\$1,502,061
New	206 Gas Tax	\$3,818,345	\$3,610,000	\$4,402,000	\$11,830,345
	Grants	\$2,427,156	\$4,362,500	\$6,225,000	\$13,014,656
<b>Right-of-Way Total</b>		<b>\$17,143,670</b>	<b>\$17,472,500</b>	<b>\$10,627,000</b>	<b>\$45,243,170</b>
<b>Grand Total</b>		<b>\$24,058,345</b>	<b>\$23,496,570</b>	<b>\$24,585,200</b>	<b>\$72,140,115</b>



Funding and Proposed Expenditure Detail by Project

**CITY-OWNED PROPERTY**

Active Projects

Project Name	Fund	Funding Source	FY 2017-18	FY 2018-19	FY 2019-20	Total
City Hall Accessibility Improvements	603	Building Maintenance	\$50,000			\$50,000
City Hall Concierge Area and Third Floor Recarpeting	603	Building Maintenance	\$60,000			\$60,000
City Hall Lobby Improvements	603	Building Maintenance	\$50,000			\$50,000
City Hall Switchgear Replacement	603	Building Maintenance	\$400,000			\$400,000
Facility Assessment Study	603	Building Maintenance		\$60,000		\$60,000
Fifth Street and C Street Parking Garage Improvements	501	Parking Services	\$251,875			\$251,875
Fire Station 54 and 55: Replace Windows and Sliding Doors	603	Building Maintenance	\$35,000			\$35,000
Library Painting	603	Building Maintenance		\$60,000		\$60,000
PG&E Energy Upgrades		Other	\$1,234,500			\$1,234,500
Security Locks, Lighting and Video System for Fire Stations	603	Building Maintenance	\$80,000			\$80,000
Station 55 Parking Lot Improvements	603	Building Maintenance		\$60,000		\$60,000
Terra Linda Community Center Roof Repair	603	Building Maintenance	\$70,000			\$70,000
Terra Linda Pool Deck Replacement/Repair				\$180,000		\$180,000
<b>Grand Total</b>			<b>\$2,231,375</b>	<b>\$360,000</b>		<b>\$2,591,375</b>

# Capital Improvement Program

FY 2017-18 to FY 2019-20

## New Projects

Project Name	Fund	Funding Source	FY 2017-18	FY 2018-19	FY 2019-20	Total
Emergency and Misc Facility Repair	603	Building Maintenance	\$250,000	\$250,000	\$250,000	\$750,000
B Street Community Center Safety System Update - Stage Area	603	Building Maintenance	\$105,600			\$105,600
Downtown Library Assessment Study	603	Building Maintenance	\$60,000			\$60,000
City Hall Second Floor Study	603	Building Maintenance		\$60,000		\$60,000
Terra Linda Pool House Electrical Upgrades	603	Building Maintenance		\$110,600		\$110,600
City Hall Reroof	603	Building Maintenance	\$355,000			\$355,000
Portable Building Replacement (Silveria & Dixon)	208	Childcare Fund	\$188,000			\$188,000
5th and Garden Parking Lot Resurfacing	501	Parking Services		\$50,000		\$50,000
Albert J Boro Community Center Roof Repair	603	Building Maintenance	\$147,200			\$147,200
B Street Community Center Parking Lot Resurfacing	603	Building Maintenance		\$206,200		\$206,200
Terra Linda Community Center Hardscape Repair	603	Building Maintenance		\$50,000		\$50,000
B Street Community Center Reroof	603	Building Maintenance		\$200,000		\$200,000
City Hall & Library Lighting and Landscaping Improvements	603	Building Maintenance			\$50,000	\$50,000
City Hall Fire Upgrades	603	Building Maintenance		\$90,000		\$90,000
3rd and Lootens Parking Structure	501	Parking Services		\$575,000		\$575,000
3rd and A Street Parking Structure Repairs	501	Parking Services		\$500,000		\$500,000
3rd and C Street Parking Structure Repairs	501	Parking Services		\$145,000		\$145,000
Resurface City Hall Parking Lots, Lower and Upper	603	Building Maintenance			\$130,000	\$130,000
Albert J Boro Electrical Upgrades	603	Building Maintenance		\$50,000		\$50,000
Fire Stations 55 & 56 Parking Lot Resurfacing	603	Building Maintenance			\$40,000	\$40,000
B Street Community Center Concrete Entrance Reconstruction	603	Building Maintenance		\$126,200		\$126,200
Fire Station 56 Roof Replacement	603	Building Maintenance			\$40,000	\$40,000
Court Street Fountain Repair	603	Building Maintenance			\$60,000	\$60,000
Emtrac System	603	Building Maintenance		\$50,000		\$50,000
Library Children's Patio Enclosure	603	Building Maintenance		\$30,000		\$30,000
<b>Total</b>			<b>\$1,105,800</b>	<b>\$2,493,000</b>	<b>\$570,000</b>	<b>\$4,168,800</b>

Capital Improvement Program  
FY 2017-18 to FY 2019-20

**PARKS**

Active Projects

Project Name	Fund	Funding Source	FY 2017-18	FY 2018-19	FY 2019-20	Total
Albert Park Improvements	240	Parkland Dedication	\$300,000			\$300,000
	241	Measure A	\$310,000			\$310,000
Boyd Park Restroom	603	Building Maintenance		\$250,000		\$250,000
Bret Hart Restroom	241	Measure A		\$250,000		\$250,000
Schoen Park Playground Equipment	241	Measure A		\$90,000		\$90,000
Shoreline Parkway - BCDC Violation Compliance	603	Building Maintenance	\$70,000			\$70,000
Victor Jones Park Path of Travel Improvements	241	Measure A	\$100,000			\$100,000
	603	Building Maintenance	\$306,500			\$306,500
		Other	\$10,000			\$10,000
<b>Grand Total</b>			<b>\$1,096,500</b>	<b>\$590,000</b>		<b>\$1,686,500</b>

New Projects

Project Name	Fund	Funding Source	FY 2017-18	FY 2018-19	FY 2019-20	Total
Miscellaneous Parks Repair	240	Parkland Dedication	\$100,000	\$100,000	\$100,000	\$300,000
Sun Valley Park Playground Structure	603	Building Maintenance		\$75,600		\$75,600
Gerstle Park Playground Structure	603	Building Maintenance		\$75,600		\$75,600
Peacock Gap Park Playground Structure	603	Building Maintenance		\$75,600		\$75,600
Santa Margarita Court Replacement	603	Building Maintenance			\$77,200	\$77,200
Starkwater Park Improvements	603	Building Maintenance			\$50,000	\$50,000
Terra Linda Community Center Play Area and Access Improvements	603	Building Maintenance			\$58,000	\$58,000
Albert J Boro Community Center Synthetic Field	241	Measure A	\$25,000	\$25,000	\$25,000	\$75,000
		Other			\$3,570,000	\$3,570,000
<b>Total</b>			<b>\$125,000</b>	<b>\$351,800</b>	<b>\$3,880,200</b>	<b>\$4,357,000</b>

# Capital Improvement Program

FY 2017-18 to FY 2019-20

## DRAINAGE

### Active Projects

Project Name	Fund	Funding Source	FY 2017-18	FY 2018-19	FY 2019-20	Total
7 Beachwood Culvert Replacement		Storm Water (GF Trnsfr)	\$350,000			\$350,000
Canal Street Corrugated Metal Pipe Replacement		Storm Water (Unfunded)		\$250,000		\$250,000
Cayes Pump Station Control System		Other	\$120,000			\$120,000
Corrugated Metal Pipe (CMP) Assessment Study		Storm Water (Unfunded)		\$60,000		\$60,000
Sea Level Rise Vulnerability Study		Storm Water (GF Trnsfr)	\$60,000			\$60,000
<b>Grand Total</b>			<b>\$530,000</b>	<b>\$310,000</b>		<b>\$840,000</b>

### New Projects

Project Name	Fund	Funding Source	FY 2017-18	FY 2018-19	FY 2019-20	Total
Annual Emergency Misc. Drainage Slide Repair Projects		Storm Water (GF Trnsfr)	\$250,000	\$250,000	\$250,000	\$750,000
East Jessup Storm Improvements		Storm Water (Unfunded)		\$218,400		\$218,400
Freitas Ditch Concrete Channel Repair		Storm Water (GF Trnsfr)	\$56,000			\$56,000
Las Casas Drainage Basin Repair	<b>236</b>	Loch Lomond Assessment District	\$75,000			\$75,000
Los Gamos and Oleander (Study)		Storm Water (GF Trnsfr)	\$50,000	\$95,000	\$1,110,000	\$1,255,000
MCSTOPP - Catch Basin Trash Capture		Storm Water (Unfunded)			\$1,271,200	\$1,271,200
Miscellaneous CMP Projects	<b>206</b>	Gas Tax	\$140,000	\$140,000	\$140,000	\$420,000
Pump Station Communication System Upgrades		Storm Water (GF Trnsfr)	\$75,000			\$75,000
San Quentin Pump Station Reconstruction		Storm Water (GF Trnsfr)	\$50,000	\$170,000	\$1,120,000	\$1,340,000
San Rafael Canal Dredging		Storm Water (Unfunded)		\$40,000		\$40,000
Second Street Drainage Improvements - Between C and E Streets		Storm Water (Unfunded)		\$106,670	\$378,400	\$485,070
Spinnaker Point Salt Marsh Remediation		Grants	\$250,000		\$3,750,000	\$4,000,000
Storm Water Operations & Misc. Materials and Equipment	<b>205</b>	Storm Water	\$880,000	\$880,000	\$880,000	\$2,640,000
Woodland Ave Drainage Improvements	<b>206</b>	Gas Tax		\$9,600	\$304,200	\$313,800
		Storm Water (Unfunded)		\$9,600	\$304,200	\$313,800
<b>Grand Total</b>			<b>\$1,826,000</b>	<b>\$1,919,270</b>	<b>\$9,508,000</b>	<b>\$13,253,270</b>

Capital Improvement Program  
FY 2017-18 to FY 2019-20

**RIGHT-OF-WAY**

Active Projects

Project Name	Fund	Funding Source	FY 2017-18	FY 2018-19	FY 2019-20	Total
Andersen Drive At-Grade Crossing Improvements		Undetermined	\$1,502,061			\$1,502,061
Downtown Station Area Parking Utilization and Wayfinding Study	501	Parking Services	\$20,000			\$20,000
First Street at Mahon Creek Wall Repair	206	Gas Tax	\$50,000			\$50,000
Freitas and Las Gallinas Intersection Improvements	246	Traffic Mitigation	\$3,059,108			\$3,059,108
G Street Drainage and Roadway Improvement Project	206	Gas Tax	\$500,000			\$500,000
Grand Avenue Pedestrian Bridge	206	Gas Tax	\$90,000			\$90,000
		Grants	\$1,591,000			\$1,591,000
Linden Lane & Lincoln Conduit Repair	206	Gas Tax	\$50,000			\$50,000
North San Pedro Median Improvement Project	206	Gas Tax	\$100,000			\$100,000
Ridge Avenue Access Study	206	Gas Tax	\$50,000			\$50,000
Second and Third Street Queue Cutters	246	Traffic Mitigation	\$120,000	\$1,500,000		\$1,620,000
Second Street and Grand Avenue Intersection Improvements	206	Gas Tax	\$308,444			\$308,444
		Grants	\$485,556			\$485,556
Southern Heights Bridge Replacement		Grants	\$1,372,000			\$1,372,000
Third and Irwin Street Intersection Paving Improvements	206	Gas Tax	\$100,000			\$100,000
Third Street Improvements - Grand to Miracle Mile		Grants	\$1,500,000	\$8,000,000		\$9,500,000
<b>Grand Total</b>			<b>\$10,898,169</b>	<b>\$9,500,000</b>		<b>\$20,398,169</b>

# Capital Improvement Program

FY 2017-18 to FY 2019-20

## New Projects

Project Name	Fund	Funding Source	FY 2017-18	FY 2018-19	FY 2019-20	Total
ADA Curb Ramps	206	Gas Tax	\$160,000	\$160,000	\$160,000	\$480,000
		Grants	\$100,000	\$100,000	\$100,000	\$300,000
Bellam/Andersen Intersection Improvements	206	Gas Tax		\$50,000	\$350,000	\$400,000
Bungalow Avenue Reconstruction	206	Gas Tax	\$100,000	\$100,000	\$100,000	\$300,000
Fairhills Drive Slide Repair	206	Gas Tax			\$200,000	\$200,000
Fourth Street Seatwall Removal and Replacement	206	Gas Tax	\$150,000			\$150,000
Francisco Blvd East Resurfacing	206	Gas Tax			\$625,000	\$625,000
Francisco Blvd East Sidewalk Widening	206	Gas Tax			\$707,000	\$707,000
		Grants			\$6,125,000	\$6,125,000
Lincoln Avenue Curb Ramps	206	Gas Tax	\$455,000			\$455,000
Merrydale Pathway - North Connector	206	Gas Tax	\$400,000	\$1,040,000		\$1,440,000
		Grants	\$300,000			\$300,000
Miscellaneous Right of Way	206	Gas Tax	\$250,000	\$250,000	\$250,000	\$750,000
Radar Feedback Signs and Mid-block Crossing Flashing signs	206	Gas Tax	\$60,000	\$60,000	\$60,000	\$180,000
Second and Third Street Queue Cutters (Study)	206	Gas Tax	\$22,000			\$22,000
Second Street to Andersen Multi-Use Path		Grants	\$350,000	\$4,000,000		\$4,350,000
Sidewalk Repair Program	206	Gas Tax	\$350,000	\$350,000	\$350,000	\$1,050,000
Slide Repair (2017 Slides)	206	Gas Tax	\$71,875			\$71,875
		Grants	\$1,078,125			\$1,078,125
Smith Ranch Road Resurfacing	206	Gas Tax	\$126,000			\$126,000
Street Resurfacing	206	Gas Tax	\$1,500,000	\$1,500,000	\$1,500,000	\$4,500,000
Third Street and Grand Intersection Improvements		Grants	\$37,500	\$262,500		\$300,000
Third Street and Hetherton Signal Improvements	206	Gas Tax	\$73,470			\$73,470
		Grants	\$561,531			\$561,531
Traffic Signal Controller Upgrades	206	Gas Tax	\$100,000	\$100,000	\$100,000	\$300,000
<b>Grand Total</b>			<b>\$6,245,501</b>	<b>\$7,972,500</b>	<b>\$10,627,000</b>	<b>\$24,845,001</b>

## Project Descriptions and Budget Detail – New Projects

### CITY-OWNED PROPERTY

#### Emergency and Misc Facility Repair

Total Cost Estimate \$250,000/yr

#### Project Description and Background

This annual project addresses emergency repairs of existing City Owned Properties which can include but is not limited to plumbing, roofing, and other significant repairs.



Example of emergency roofing work at Fire Station 57

#### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$250,000	\$250,000	\$250,000
Other + Contingency			

#### B Street Community Center Safety System Upgrade - Stage Area

Total Cost Estimate \$105,600

#### Project Description and Background

This project includes reviewing, designing and constructing electrical upgrades to the electrical system at the B Street Community Center.



B Street Community Center stage area

#### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning	\$20,000		
Design	\$60,000		
Construction	\$25,600		

Capital Improvement Program  
 FY 2017-18 to FY 2019-20

**Downtown Library Assessment Study**

Total Cost Estimate \$60,000

**Project Description and Background**

This assessment study includes a full review of the downtown library to determine what improvements are necessary to sustain the facility in its present operating routine. The assessment study will include the examination of the roof, electrical, plumbing, accessibility and internal systems to determine what improvements are required. A summary of these improvements should include an estimate of the cost as well as their priority for implementation.



Downtown San Rafael Library from E Street

**Project Costs and Timeline**

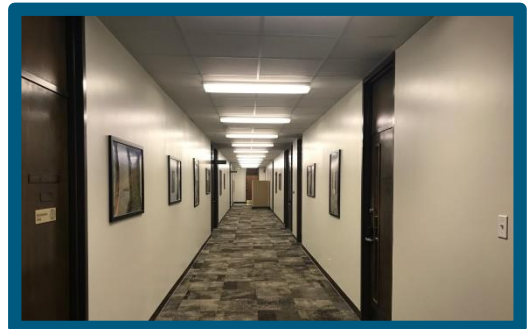
	FY 2017-18	FY 2018-19	FY 2019-20
Planning	\$50,000		
Design	\$10,000		
Construction			

**City Hall Second Floor Study**

Total Cost Estimate \$60,000

**Project Description and Background**

This project includes the review of the existing and the development of a new space plan for the 2nd floor offices at the City Hall. The plan would include a central lobby entrance desk area with a more efficient work space area for departments. The project also includes examination of existing life safety systems such as sprinklers and as well as access improvements.



Second Floor of City Hall

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning		\$50,000	
Design		\$10,000	



## Terra Linda Pool House Electrical Upgrades

Total Cost Estimate \$110,600

### Project Description and Background

This project includes the review, design and replacement of the electrical panel systems within the Terra Linda Pool House. These systems are corroded and deteriorated due to other chemicals being stored within the same area along with a moist environment. The project will evaluate whether the existing panel can be placed in the same area and upgraded or relocated to another area that is less corrosive.



Side of the recently renovated TL Pool House

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$25,000	
Construction		\$65,600	
Other + Contingency		\$20,000	

## City Hall Reroof

Total Cost Estimate \$355,000

### Project Description and Background

This project includes the design and construction of repairing the City Hall Roof. The project will examine all areas of the City Hall Roof including the Council Chambers Roof area and include the development of bid documents, and construction.



City Hall roof from above

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$40,000	
Construction		\$260,000	
Other + Contingency		\$55,000	

Capital Improvement Program  
 FY 2017-18 to FY 2019-20

**Portable Building Replacement (Silveria & Dixie)**

Total Cost Estimate \$188,000

**Project Description and Background**

This project includes replacing portable buildings at the Dixie School Campus and the Mary Silvera Campus which are utilized for after school care programs.



Portable building to be replaced at Dixie

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design	\$10,000		
Construction	\$148,000		
Other + Contingency	\$30,000		

**5<sup>th</sup> and Garden Parking Lot Resurfacing**

Total Cost Estimate \$50,000

**Project Description and Background**

This project includes resurfacing the small parking area located behind Mike's Bikes at Fifth and Garden.



5<sup>th</sup> and Garden parking lot from 5<sup>th</sup> Street

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction		\$40,000	
Other + Contingency		\$10,000	

## Albert J. Boro Community Center Roof Repair

Total Cost Estimate \$147,200

### Project Description and Background

This project includes repairing a section of the Albert J Boro Community Center roof that has been leaking. Repairs are not related to the solar panels recently installed on the community center roof.



Solar panels recently installed on the Al Boro Community Center roof

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design	\$15,000		
Construction	\$107,200		
Other + Contingency	\$25,000		

## B Street Community Center Parking Lot Resurfacing

Total Cost Estimate \$206,200

### Project Description and Background

This project includes resurfacing the parking area at the B Street Community Center. The project will include full 2" grind and overlay with signs and striping.



Pavement in the B Street Parking lot

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$22,000	
Construction		\$165,000	
Other + Contingency		\$19,200	

Capital Improvement Program  
 FY 2017-18 to FY 2019-20

**Terra Linda Community Center Hardscape Repair**

Total Cost Estimate \$50,000

Project Description and Background

This project includes the replacement and repair of the concrete basketball area behind the Terra Linda Community Center. It is anticipated that asphalt will be utilized for the new surface.



Basketball court at TL Community Center

Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction		\$50,000	
Other + Contingency			

**B Street Community Center Reroof**

Total Cost Estimate \$200,000

Project Description and Background

This project includes re-roofing the work areas and meeting rooms at the B Street Community Center. The Auditorium has recently been re-roofed.



B Street Community Center Roof

Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$35,000	
Construction		\$150,000	
Other + Contingency		\$15,000	

## City Hall & Library Lighting and Landscaping Improvements

Total Cost Estimate \$50,000

### Project Description and Background

This project includes design and improvements to the landscaping and lighting around the City all and the downtown library facility.



Landscaping outside of City Hall entrance

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			\$10,000
Construction			\$35,000
Other + Contingency			\$5,000

## City Hall Fire Upgrades

Total Cost Estimate \$90,000

### Project Description and Background

This project includes improvements to the fire safety features of at the City Hall. The building which was built more than 40 years ago does not meet current code compliance and sprinklers need to be installed.



Fire extinguisher in the City Hall Council Chambers

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$15,000	
Construction		\$70,000	
Other + Contingency		\$5,000	



Capital Improvement Program  
 FY 2017-18 to FY 2019-20

**3<sup>rd</sup> and Lootens Parking Structure Repairs**

Total Cost Estimate      \$575,000

**Project Description and Background**

This project is recommended based on a report prepared in 2014 which recommended structural improvements to this garage. Improvements include but are not limited to installing expansion joints, repair of spalled deck areas, repair of the wearing surface and other improvements.



3<sup>rd</sup> and Lootens parking structure

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$50,000	
Construction		\$450,000	
Other + Contingency		\$75,000	

**3<sup>rd</sup> and A Street Parking Structure Repairs**

Total Cost Estimate      \$500,000

**Project Description and Background**

The project include the removal and replacement of joint seal material and epoxy injection of existing cracked section as well as resealing the slabs on all levels.



3<sup>rd</sup> and A parking structure

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$30,000	
Construction		\$400,000	
Other + Contingency		\$70,000	

### 3rd and C Street Parking Structure Repairs

Total Cost Estimate \$145,000

#### Project Description and Background

This project includes epoxy injection of existing cracked concrete as well improvements to the exterior Insulation Finishing System as well as civil improvements are needed to improve access to the facility.



3<sup>rd</sup> and C parking structure

#### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$10,000	
Construction		\$115,000	
Other + Contingency		\$20,000	

### Resurface City Hall Parking Lots, Lower and Upper

Total Cost Estimate \$130,000

#### Project Description and Background

This project includes resurfacing the parking lot at City Hall.



Upper City Hall parking lot

#### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction			\$110,000
Other + Contingency			\$20,000

## Albert J. Boro Electrical Upgrades

Total Cost Estimate \$50,000

### Project Description and Background

This project includes examining and modifying the current electrical system at the Albert J Boro Community Center to accommodate both the operational aspects of the facility such as HVAC systems but to also accommodate new demands on the system such as computer class systems and uses of the building.



Conference room and lighting at AJB Community Center

### Project Costs and Timeline

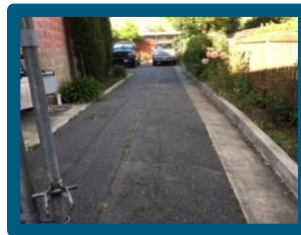
	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$10,000	
Construction		\$35,000	
Other + Contingency		\$5,000	

## Fire Station 55 & 56 Parking Lot Resurfacing

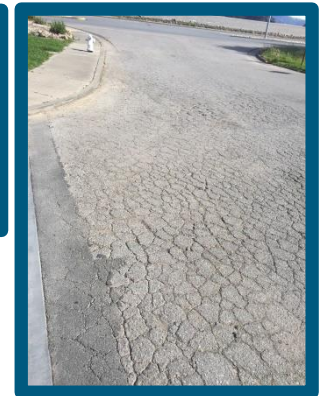
Total Cost Estimate \$40,000

### Project Description and Background

This project includes resurfacing applying treatments to the existing parking areas at Fire Station 55 and 56.



Driveway at Fire Station 56



Driveway and parking lot at Fire Station 55

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction			\$30,000
Other + Contingency			\$10,000



## B Street Concrete Entrance Reconstruction

Total Cost Estimate \$126,200

### Project Description and Background

This project includes design and reconstruction of the entrance area to the B Street Community Center. Project will include the design and replacement of concrete to the entrance and possibly the incorporation of a drop off area. It would be good to couple this work with the completion of the Albert Park Improvements.



Concrete patio, facing front entrance

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$22,000	
Construction		\$89,200	
Other + Contingency		\$15,000	

## Fire Station 56 Roof Replacement

Total Cost Estimate \$40,000

### Project Description and Background

This project includes re-roofing Fire Station 56.



Fire Station 56 on Del Ganado Road

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			\$10,000
Construction			\$25,000
Other + Contingency			\$5,000

Capital Improvement Program  
 FY 2017-18 to FY 2019-20

**Court Street Fountain Repair**

Total Cost Estimate \$60,000

**Project Description and Background**

The front concrete on the existing fountain structure in the Court Street Plaza is separating from the support structure. This project includes the repair of the concrete or the installation of another type of system in the Plaza.



Pipe system and concrete at Court Street Fountain

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			\$10,000
Construction			\$45,000
Other + Contingency			\$5,000

**Emtrac System**

Total Cost Estimate \$50,000

**Project Description and Background**

City Fire has requested the installation of a pre-emption system be installed on key intersection signals in order to improve response times. This project includes studying the impacts of the installation of this system as well as implementation of a this system at key intersections.



Example of an Emtrac System installed at an intersection

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$20,000	
Construction		\$25,000	
Other + Contingency		\$5,000	

## Library Children’s Patio Enclosure

Total Cost Estimate \$30,000

### Project Description and Background

This project includes improvements to the Children’s Patio area at the downtown library.



Children’s patio area (currently outdoors)

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction		\$25,000	
Other + Contingency		\$5,000	

# Capital Improvement Program

FY 2017-18 to FY 2019-20

## DRAINAGE

### Storm Water Operations & Misc. Materials and Equipment

Total Cost Estimate \$880,000/yr

#### Project Description and Background

This annual project includes maintenance of our 12 pump stations. This includes replacement of motors and equipment in order to control flooding in low area of the City.



Drainage pipe blocked by debris

#### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$725,000	\$725,000	\$725,000
Other + Contingency	\$155,000	\$155,000	\$155,000

### Emergency Misc. Drainage, Slide, Repair Projects

Total Cost Estimate \$250,000/yr

#### Project Description and Background

This is for emergency Storm Water facility repairs and emergency slide repairs that may occur throughout the year.



Emergency work performed for slide repair

#### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction			
Other + Contingency	\$250,000	\$250,000	\$250,000

## San Quentin Pump Station Reconstruction

Total Cost Estimate \$1,340,000

### Project Description and Background

This project includes a preliminary study of relocating the existing San Quentin Pump Station to a location that is closer to the Bay in order to avoid pumping pressure issues that currently exist at the station. This study will examine the cost of relocation versus replacement of the existing station and provide estimates for both.



San Quentin pump station

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning	\$50,000		
Design		\$70,000	
Construction			\$920,000
Other + Contingency		\$100,000	\$200,000

## Los Gamos & Oleander Drainage Study

Total Cost Estimate \$1,255,000

### Project Description and Background

This project includes a preliminary feasibility study to determine what drainage improvements are needed to prevent flooding from occurring on the east side of Oleander. This study will examine the cost of different alternatives including a pump station or drainage system improvements.



Los Gamos and Oleander Dr. intersection

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning	\$50,000		
Design		\$70,000	
Construction			\$920,000
Other + Contingency		\$25,000	\$190,000



Capital Improvement Program  
 FY 2017-18 to FY 2019-20

## Spinnaker Point Salt Marsh Remediation

Total Cost Estimate \$4,060,000

### Project Description and Background

This project includes providing additional water circulation to the Spinnaker Point Salt Marsh which develops algae decay during hot weather which smells. Three options were developed in the preliminary study prepared in 2014.



Spinnaker Point Salt Marsh from the Shoreline pathway

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design	\$250,000		
Construction			\$3,750,000
Other + Contingency			

## Miscellaneous Corrugated Metal Pipe Repair and Replacements

Total Cost Estimate \$140,000/yr

### Project Description and Background

This project includes the repair and replacement of failed corrugated metal pipe (CMP) systems that are apparent throughout the year.



Corrugated metal pipe underneath Larkspur Street

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$140,000	\$140,000	\$140,000
Other + Contingency			

## Pump Station Communication System Upgrades

Total Cost Estimate \$75,000

### Project Description and Background

This project includes improving the 12 pump station communication systems in order to operate the stations remotely. The work includes installation of electronic float systems and electronic systems that can adjust the pump output from Public Works without dedicating personnel to each specific pump station.

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$65,000		
Other + Contingency	\$10,000		

## Las Casas Drainage Basin Repair

Total Cost Estimate \$75,000

### Project Description and Background

This project includes cleaning the existing Las Casas Drainage Basin, installation of a gabion system to catch debris and modification to the existing stand pipe system to minimize sedimentation from clogging the system.



Las Casas drainage basin

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$65,000		
Other + Contingency	\$10,000		

Capital Improvement Program  
 FY 2017-18 to FY 2019-20

**Woodland Avenue Drainage Improvements**

Total Cost Estimate            \$627,600

Project Description and Background

This project includes the installation of a new drainage system on Woodland Avenue between Bungalow and Siebel. The work includes catch basins, a new drainage pipe, and the procurement of an easement through private property to deliver Storm Water to creek.

Project Costs and Timeline

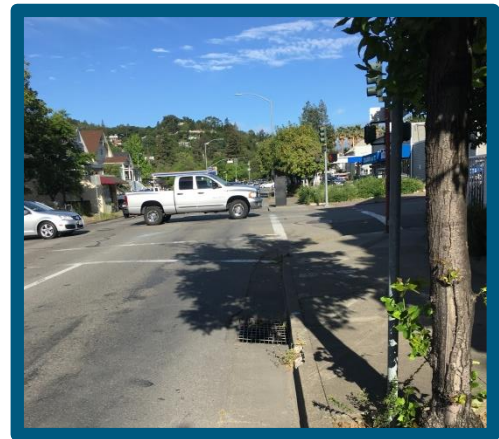
	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$19,200	
Construction			\$538,400
Other + Contingency			\$70,000

**2<sup>nd</sup> Street Drainage Improvements – Between C and E Streets**

Total Cost Estimate            \$485,070

Project Description and Background

This project includes removing and replacing Storm Water systems between C and E to minimize flooding on the roadway. The work will include the installation of culverts and drainage inlets.



Curb and drainage on 2<sup>nd</sup> Street

Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$106,670	
Construction			\$318,400
Other + Contingency			\$60,000



## Freitas Ditch Concrete Channel Repair

Total Cost Estimate \$56,000

### Project Description and Background

This project includes the repair of several panels of the concrete ditch across from Del Ganado.



Concrete panels in need of repair

### Project Costs and Timeline

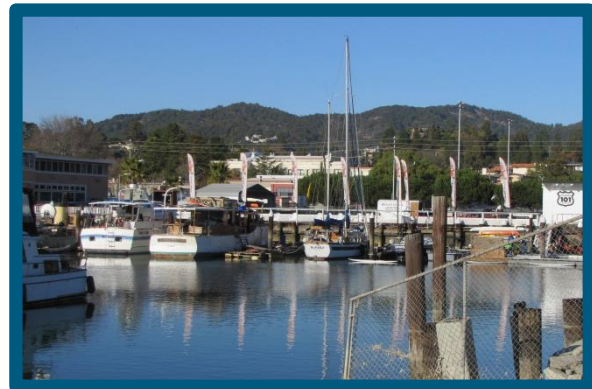
	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$40,000		
Other + Contingency	\$16,000		

## San Rafael Canal Dredging

Total Cost Estimate \$56,000

### Project Description and Background

This project includes working with the Corp of Engineers to dredge the San Rafael Canal. The Corp may not consider dredging shallow draft channels. San Rafael is working with other jurisdictions to develop a strategy for sharing the cost of the dredging with the Corp. The project budget may change based on discussions with regulatory agencies.



Boats docked in the San Rafael Canal

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction		\$56,000	
Other + Contingency			

Capital Improvement Program  
 FY 2017-18 to FY 2019-20

**East and Jessup Storm Water Improvements**

Total Cost Estimate      \$218,400

**Project Description and Background**

This project includes the installation of a Storm Water drain on East and Jessup Streets.



Curb and gutter at East and Jessup

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction		\$188,400	
Other + Contingency		\$30,000	

**MCSTOPP – Catch Basin Trash Capture**

Total Cost Estimate      \$1,271,200

**Project Description and Background**

This project includes implementation of an unfunded mandate from the state requiring local jurisdictions to install trash capture devices. The City will be required to install devices over a 10 year period without funding from the state. The amount noted is an estimate of an annual amount needed to implement these systems.



Example of a trash capture device

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction			\$1,101,200
Other + Contingency			\$170,000

## RIGHT-OF-WAY

### Miscellaneous Right-of-Way

Total Cost Estimate \$250,000/yr

#### Project Description and Background

This project includes miscellaneous projects in the road Right-of-Way that are minor in nature.



Public Works streets staff operating the road striper

#### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$250,000	\$250,000	\$250,000
Other + Contingency			

### Street Resurfacing

Total Cost Estimate \$1,500,000/yr

#### Project Description and Background

This project includes resurfacing a portion of the City's 175 miles of roadways.



Street resurfacing work

#### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$1,330,000	\$1,330,000	\$1,330,000
Other + Contingency	\$170,000	\$170,000	\$170,000

Capital Improvement Program  
FY 2017-18 to FY 2019-20

**ADA Curb Ramps**

Total Cost Estimate \$260,000/yr

**Project Description and Background**

This project includes the installation of curb ramps in compliance with a Department of Justice judgement with the City.



An ADA-accessible sidewalk curb ramp

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$230,000	\$230,000	\$230,000
Other + Contingency	\$30,000	\$30,000	\$30,000

**Francisco Blvd. East Sidewalk Widening**

Total Cost Estimate \$

**Project Description and Background**

Widening of the sidewalk area on Francisco Boulevard East from Vivian to the Grand Avenue Bridge. The corridor experiences high volumes of vehicular, bicycle, and pedestrian traffic. During peak commute times the sidewalk is filled with commuter and school bicycle and pedestrian traffic. These users are forced to share the narrow sidewalk which is further narrowed by fire hydrants, utility poles and other elements located along the sidewalk.



A bicyclist and pedestrian pass each other by along the narrow sidewalk. The pedestrian is pushed very close to the landscaping located within private property right-of-way.

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction			\$6,132,000
Other + Contingency			\$700,000

## 3<sup>rd</sup> Street and Grand Intersection Improvements

Total Cost Estimate \$300,000

### Project Description and Background

This project includes improving the signal systems by adding mast arms at key locations.



3<sup>rd</sup> and Grand Intersection

### Project Costs and Timeline

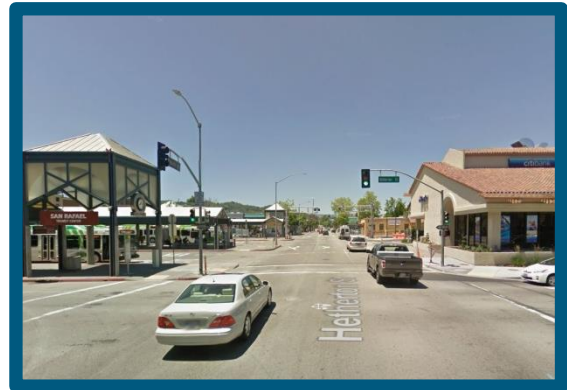
	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design	\$37,500		
Construction		\$232,500	
Other + Contingency		\$30,000	

## 3<sup>rd</sup> Street and Hetherton Improvements

Total Cost Estimate \$635,000

### Project Description and Background

This project includes the installation of traffic signal improvements at the intersection of Third and Hetherton.



3<sup>rd</sup> Street and Hetherton intersection, from 3<sup>rd</sup> Street westbound

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning	\$20,000		
Design	\$48,000		
Construction	\$485,000		
Other + Contingency	\$82,000		



Capital Improvement Program  
 FY 2017-18 to FY 2019-20

**2<sup>nd</sup> Street and 3<sup>rd</sup> Street Queue Cutters (Study)**

Total Cost Estimate \$22,000

**Project Description and Background**

This project is an initial study by a traffic engineering firm to determine if a new signal is needed at the rail crossing on 2nd and 3rd streets.



Queue Cutters recently installed at a SMART rail crossing on 4<sup>th</sup> Street

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning	\$22,000		
Design			
Construction			
Other + Contingency			

**Sidewalk Repair Program**

Total Cost Estimate \$350,000/yr

**Project Description and Background**

This project is a place holder for the City repairing sidewalks. The City's actual policy has not yet been finalized.



Displaced sidewalks in San Rafael

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$350,000	\$350,000	\$350,000
Other + Contingency			

## Smith Ranch Road Resurfacing

Total Cost Estimate \$126,000

### Project Description and Background

This project includes grinding and resurfacing a portion of Smith Ranch Road under the freeway.



Smith Ranch Road under Highway 101

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$106,000		
Other + Contingency	\$20,000		

## Francisco Blvd East Road Resurfacing

Total Cost Estimate \$625,000

### Project Description and Background

This project includes resurfacing Francisco Blvd. East from Vivian to Grand Ave. Bridge. This work to occur after sidewalk is in place.



Francisco Blvd East from Medway Rd. Intersection

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction			\$525,000
Other + Contingency			\$100,000

Capital Improvement Program  
 FY 2017-18 to FY 2019-20

**Lincoln Avenue Curb Ramps**

Total Cost Estimate \$455,000

**Project Description and Background**

This project includes the installation of Curb Ramps on Lincoln Avenue in preparation of a Microseal operation that needs to be performed by SRSD.



Lincoln Avenue from Highway 101 southbound off-ramp

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$395,000		
Other + Contingency	\$60,000		

**Slide Repair (2017 Slides)**

Total Cost Estimate \$1,150,000

**Project Description and Background**

There are three major slides which occurred in January 2017. The City has submitted for FEMA assistance for these slides located on Irwin, Upper Toyon, and D Street.



K-rail installed temporarily at a slide on Los Ranchitos

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design	\$150,000		
Construction	\$850,000		
Other + Contingency	\$150,000		



## Fairhills Drive Slide Repair

Total Cost Estimate \$200,000

### Project Description and Background

This project includes monitoring an existing slide area on Fairhills Drive. Over the last few years the slide has not progressed. Nevertheless, DPW has elected to keep this on the CIP list in case repairs are necessary.



Fairhills Drive

### Project Costs and Timeline

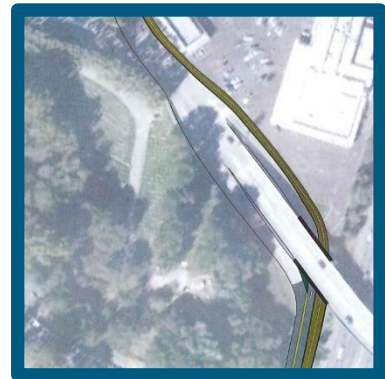
	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			\$25,000
Construction			\$150,000
Other + Contingency			\$25,000

## Merrydale Pathway – North Connector

Total Cost Estimate \$1,740,000

### Project Description and Background

Pathway would provide safe pedestrian and bicycle access to the SMART Civic Center station from Las Gallinas Avenue and the Northgate Shopping Center area via north Merrydale Road. The pathway would be an extension of the existing North San Rafael “Promenade” multi-use pathway and would be constructed along one side or the other of existing Merrydale Road.



Design plans for Merrydale Pathway

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design	\$400,000		
Construction	\$300,000	\$840,000	
Other + Contingency		\$200,000	

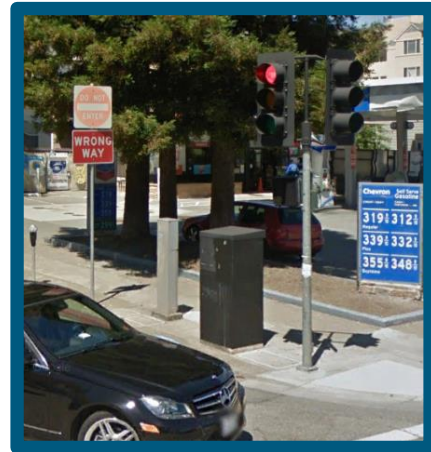
Capital Improvement Program  
FY 2017-18 to FY 2019-20

**Traffic Signal Controller Upgrades**

Total Cost Estimate \$100,000/yr

**Project Description and Background**

This annual project includes upgrades to the City's signal controllers. Many of the controllers are obsolete such that replacement is necessary when specific parts of the controllers fail over time. In these cases full replacement is necessary.



Traffic Signal controller box at an intersection

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$100,000	\$100,000	\$100,000
Other + Contingency			

**Bellam/Andersen Intersection Improvements**

Total Cost Estimate \$400,000

**Project Description and Background**

This project includes sidewalk improvements under the 101 overpass as well as improvements to the signal system at this intersection.



Bellam Blvd under the Highway 101 overpass

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$50,000	
Construction			\$300,000
Other + Contingency			\$50,000

## 2<sup>nd</sup> Street to Andersen Multi-Use Path

Total Cost Estimate \$4,350,000

### Project Description and Background

This project includes the installation of a Multi-Use pathway from Second Street to Andersen Drive that parallels the SMART rail tracks.



Proposed area for multi-use path

### Project Costs and Timeline

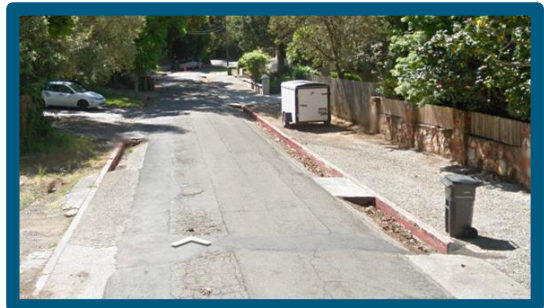
	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design	\$350,000		
Construction		\$3,500,000	
Other + Contingency		\$500,000	

## Bungalow Ave. Reconstruction

Total Cost Estimate \$100,000/yr

### Project Description and Background

This project includes the removing obsolete curb and gutter, lowering the roadway surface, installing a new roadway surface as well as replacing an existing drainage pipe. Sidewalk and curb ramps as well as driveway approaches are included in this project. Previous CIP's have set aside 100,000 annually for this project with construction occurring in FY20/21 at an estimated cost of 800,000.



Bungalow Ave.

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$100,000	\$100,000	\$100,000
Other + Contingency			

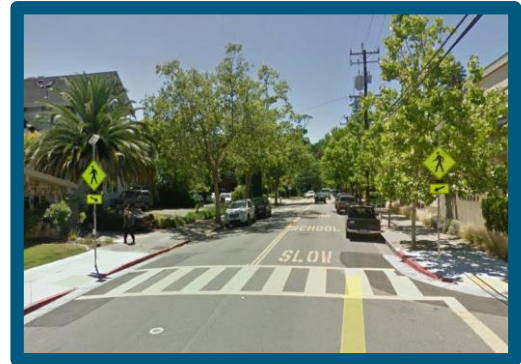
Capital Improvement Program  
 FY 2017-18 to FY 2019-20

**Radar Feedback and Mid-block Crossing Flashing Signs**

Total Cost Estimate \$60,000/yr

**Project Description and Background**

This annual project addresses improvements to mid block crossings and provides for additional traffic devices such as radar feedback signs to improve public safety.



Mid block crossing with flashing signs

**Project Costs and Timeline**

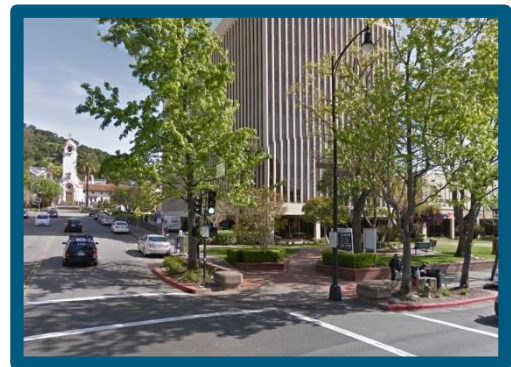
	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$60,000	\$60,000	\$60,000
Other + Contingency			

**Fourth Street Seatwall Removal and Replacement**

Total Cost Estimate \$150,000

**Project Description and Background**

This project is to remove the seatwalls at 4<sup>th</sup> and A Street, and replace them with additional planting and irrigation. The plan includes curb cuts and additional road paving upgrades.



Seatwall benches at 4<sup>th</sup> and A Street

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$150,000		
Other + Contingency			

## PARKS

### Miscellaneous Parks Repair

Total Cost Estimate \$100,000/yr

#### Project Description and Background

This item in the CIP includes miscellaneous improvement to the city parks that are needed throughout the year.



Tree maintenance

#### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction	\$100,000	\$100,000	\$100,000
Other + Contingency			

### Sun Valley Park Playground Structure

Total Cost Estimate \$75,600

#### Project Description and Background

This project includes the replacement of the existing playground structure at Sun Valley Park.



Current playground structure at Sun Valley Park

#### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$10,000	
Construction		\$55,600	
Other + Contingency		\$10,000	



Capital Improvement Program  
 FY 2017-18 to FY 2019-20

**Gerstle Park Playground Structure**

Total Cost Estimate \$75,600

**Project Description and Background**

This project includes the replacement of the existing playground structure at Gerstle Park.



Play structure at Gerstle Park

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$10,000	
Construction		\$55,600	
Other + Contingency		\$10,000	

**Peacock Gap Playground Structure**

Total Cost Estimate \$75,600

**Project Description and Background**

This project includes the replacement of the existing playground structure at Peacock Gap Park.



Peacock Park

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design		\$10,000	
Construction		\$55,600	
Other + Contingency		\$10,000	

## Santa Margarita Court Replacement

Total Cost Estimate \$77,200

### Project Description and Background

This project includes repairing the court surface and miscellaneous equipment in the court area at Santa Margarita Park. Access improvements may be necessary for this project.



Santa Margarita Tennis Court

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction			\$67,200
Other + Contingency			\$10,000

## Starkweather Park Improvements

Total Cost Estimate \$50,000

### Project Description and Background

This project includes improvements to the shoreline pathway with informational signage and updated exercise equipment.



Shoreline trail from Starkweather Park

### Project Costs and Timeline

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction			\$43,000
Other + Contingency			\$7,000

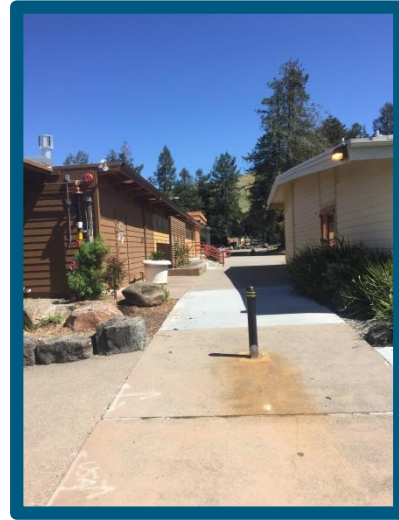
Capital Improvement Program  
 FY 2017-18 to FY 2019-20

**Terra Linda Community Center Play Area and Access Improvements**

Total Cost Estimate \$58,000

**Project Description and Background**

This project includes improvements to the Terra Linda Community Center Play area and providing a compliant path travel to that play area.



of

Pathway to side of TL Community Center

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning			
Design			
Construction			\$50,000
Other + Contingency			\$8,000

**Albert J Boro Community Center Synthetic Field**

Total Cost Estimate \$3,645,000

**Project Description and Background**

This project includes replacing the existing turf area at Albert J Boro Community Center (Pickleweed Park) with a synthetic field. Allocation of \$25k annually is needed to further identify funding and harbor support for this project.



Current field at ALJB Community Center

**Project Costs and Timeline**

	FY 2017-18	FY 2018-19	FY 2019-20
Planning	\$25,000	\$25,000	\$25,000
Design			
Construction			\$3,120,000
Other + Contingency			\$450,000



## Section 5: Priority Ranking of New Projects

The following projects are shown as being initiated in FY17/18. However some of these projects are dependent upon other factors such as weather and grants. Based on these factor the following table shows which new projects need to be addressed as soon as possible.

### Highest Priority New Projects

#	Category	Name	Comment
1	COP	City Hall Reroof	These new projects are the highest priority projects and will be addressed as a high priority with staff.
2	COP	ALB Roof Repair - Non Solar Related	
3	COP	Portable Building Replacement (Silveria & Dixie)	
4	D	Storm Water Operations & Misc. Materials and Equipment	
5	D	San Quentin Pump Station Reconstruction	
6	D	Las Cassas Drainage Basin Repair & Drainage System	
7	RW	Street Resurfacing	
8	RW	ADA DOJ Curb Ramps	
9	RW	NTPP-Francisco Blvd. East Sidewalk Widening	
10	RW	3rd and Hetherton Improvements (HSIP)	
11	RW	City of San Rafael Sidewalk Replacement Program	
12	RW	Smith Ranch Road Resurfacing (East Side to West side South Bound On Ramp)	

### New Projects may follow as staff time permits

#	Category	Name	Comment
1	COP	Emergency Facility Repair & Misc. Repair	These projects while shown on the CIP as being initiated in FY17/18 will be addressed as staff becomes available.
2	COP	Safety System Upgrade at B Street Stage Area	
3	COP	Downtown Library Assessment Study	
4	D	Pump Station Communication System Upgrades	
5	D	Freitas Ditch Concrete Channel Repair	
6	RW	Third & Grand Intersection Improvements	
7	RW	Lincoln Avenue Curb Ramps	
8	RW	Radar Feedback Signs & Mid-block Crossing Flashing Signs	
9	RW	Street Light LED Replacement Project	
10	RW	Retiming City Signals (Pass Grant)	

Unanticipated projects may also supersede the new projects noted above.



## ROUTING SLIP / APPROVAL FORM

**INSTRUCTIONS:** Use this cover sheet with each submittal of a staff report before approval by the City Council. Save staff report (including this cover sheet) along with all related attachments in the Team Drive (T:) → CITY COUNCIL AGENDA ITEMS → AGENDA ITEM APPROVAL PROCESS → [DEPT-AGENDA TOPIC]

Agenda Item #

Date of Meeting: 6/5/2017

From: Mark Moses

Department: Finance / DPW

Date: 5/23/2017

Topic: FINAL CITY-WIDE PROPOSED BUDGET FOR FISCAL YEAR 2017-2018

Subject: RESOLUTION ADOPTING THE CITY OF SAN RAFAEL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2017-2018

Type:  Resolution  Ordinance  
 Professional Services Agreement  Other:

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### APPROVALS

- Finance Director  
Remarks: ready for City Attorney review but we still need to add CIP attachment to staff report.
- City Attorney  
Remarks: LG-Approved 5/24/17
- Author, review and accept City Attorney / Finance changes  
Remarks: Van Bach
- City Manager  
Remarks: