



SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Finance

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City Manager Approval: _____

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TOPIC: FINAL CITYWIDE PROPOSED BUDGET FOR FISCAL YEAR 2019-20 AND LEGAL SPENDING LIMIT

- SUBJECT:**
1. RESOLUTION APPROVING THE CITY-WIDE BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2019-2020 AND PROVIDING FOR THE APPROPRIATIONS AND EXPENDITURE OF ALL SUMS SET FORTH IN THE BUDGET IN THE AMOUNT OF \$134,848,772;
 2. RESOLUTION APPROVING FISCAL YEAR 2019-2020 GANN APPROPRIATIONS LIMIT AT \$138,889,447

RECOMMENDATION:

1. Adopt a resolution approving the FY 2019-20 operating budget and Three-Year Capital Improvement Program.
2. Adopt a resolution approving the FY 2019-20 Gann Appropriations limit.

SUMMARY: This report presents the final proposed citywide budget for Fiscal Year (FY) 2019-20, beginning July 1, 2019 and ending June 30, 2020. This item is the culmination of a process that included a public discussion of the assumptions underlying the Operating Budget at the City Council Finance Subcommittee meeting of April 9, 2019, and consideration of the City's goals and strategies at the City Council Study Session held on June 17, 2019. In addition, the preliminary Capital Improvement Program was presented to the City Council Finance Subcommittee on June 11, 2019, and subsequently to the City Council on [June 17, 2019](#) for feedback and discussion. The final draft budget and proposed staffing changes were presented and discussed at the City Council Finance Committee meeting of July 9, 2019.

FOR CITY CLERK ONLY

Council Meeting:

Disposition:

In the FY 2019-20 budget, 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 citywide total \$134,848,772 and are within the legal spending limit.

BACKGROUND:

BUDGET ACTION

The purpose of this report is to provide the City Council and community with the final proposed citywide budget for FY 2019-20 which has been prepared for adoption based on the direction provided at earlier public meetings of the City Council Finance Subcommittee.

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.

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

"GANN" APPROPRIATIONS LIMIT

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

This report will focus on the following:

1. Brief status of Fiscal Year 2018-19 budget performance
2. Proposed Goals and Strategies for Fiscal Year 2019-20
3. Proposed operating and capital budget presented for all City funds for Fiscal Year 2019-20
4. Fiscal Year 2019-20 Appropriations Limit

ANALYSIS:

FISCAL YEAR 2018-19 - UPDATE

General Fund

Revenues: The original FY 2018-19 budget, adopted on [June 18, 2018](#), projected \$78,503,000 in revenues. The latest projections, based on activity through May, anticipate revenues of \$78,996,639, which is \$493,639, or 0.6% greater than the original budget. The additional revenues are primarily due to greater than expected sales tax revenues and planning-related charges for services. Sales tax revenues were projected to experience a year-over-year decline of \$372,000, or 1.7%, but are now

projected to increase by \$59,000, or 0.3%, from \$21,566,000 to \$21,625,000. The favorable results are the outcome of a strong one-time surge in auto sales and building and construction. Current projections for future years indicate an overall downward trend for both auto sales and building and construction.

Expenditures: The General Fund-supported activities are performing within their respective budgets as amended by the City Council throughout the year. Based on analysis conducted through May 2019, staff is projecting that the actual year-end results will not deviate significantly from the budget.

Other Funds

The evaluation of other funds will continue with the year-end close. Any required adjustments will be presented to the City Council as part of the year-end update. At this time, no major adjustments are anticipated.

GOALS AND STRATEGIES

Each year, the City Council establishes a set of goals, strategies, and key implementation tasks (Goals and Strategies) that guide decision-making. The City has five core goals:

1. **Neighborhood and Economic Vitality:** Create and preserve a healthy economy and neighborhoods.
2. **Quality of Life:** Serve and strengthen community and regional relationships.
3. **Public Safety:** Prevent and respond to emergencies.
4. **Public Assets:** Improve and preserve public assets.
5. **Foundational Services:** Sustain organizational viability and exemplary service.

Every goal has a set of strategies, each of which, in turn, has a subset of key implementation tasks. These goals provide a basis for making resource allocation decisions during the budget process and serve as a focal point for assessing and coordinating the City's various short and long-term strategic planning. Additionally, they address the community's needs and priorities, as well as reflect an evaluation of community condition and the government's operating environment.

After a collaborative process that included all City departments, City staff presented the draft Goals and Strategies for FY 2019-20 to the City Council at its study session on June 17, 2019. The results of that discussion were incorporated into the Goals and Strategies document attached to this staff report (Attachment 1) for the consideration of and acceptance by the City Council.

FISCAL YEAR 2019-20 CITYWIDE BUDGET

The Goals and Strategies document 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 citywide budget.

HIGHLIGHTS

- ❖ **Citywide Budget:** The total proposed FY2019-20 expenditure budget for the City is \$134,848,772 (Exhibit I to the Budget Resolution). This sum reflects all funds and operations for the City, including active capital projects. In addition to \$25.0 million projected to be spent on the San Rafael Essential Public Safety Facilities project, the Capital Improvement Program has planned expenditures of \$35.2 million for the year in which formal appropriations for major projects will be

made at the time of contract approval. Appropriations are supported by FY2019-20 revenue and other sources projected at \$113,262,003 as well as by fund balances retained from previous periods for capital projects, notably accumulated funds from prior years for the Public Safety Facilities.

- ❖ **General Fund Budget:** The proposed General Fund expenditure budget comprises \$80,881,189 for operations and \$4,077,000 for capital transfers. These \$84,958,189 in uses are supported by revenues and transfers in, projected at \$84,984,262, resulting in net results before allocations of \$26,073. The increase in expenditures over the previous year are projected to require an additional allocation of \$130,000 to the Emergency and Cashflow Reserve in order to maintain the minimum reserve level. There are projected remaining unassigned funds as of June 30, 2019 to support this allocation. (Exhibit II to the Budget Resolution)

- ❖ **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 and funding policies
 - The Homeless Initiative Program is incorporated into the General Fund operating budget
 - Major Crimes Task Force participation continues
 - Massage Ordinance Enforcement continues at a scaled-back level

- ❖ **State Budget Impacts:** On June 27, 2019, Governor Gavin Newsom signed the FY 2019-20 state budget, which totals approximately \$215 billion. While staff does not anticipate that the state budget will have an adverse impact on the City's General Fund budget, there are some notable components of the budget that are outlined below. City staff will look for any opportunities to pursue additional assistance and available funding.
 - Housing: The state budget includes \$1.75 billion for various housing-related programs, such as funding to assist renters, and repurposes housing production incentive grants to provide infill infrastructure funding for housing projects. The Governor has taken measures to hold local jurisdictions accountable to meet housing demand, which includes imposing fines of up to \$600,000 per month for cities and counties that violate [state law](#) that sets housing targets. To assist renters, the budget includes \$20 million to provide legal aid for renters and assist with landlord-tenant disputes, including legal assistance for counseling, renter education programs, and preventing evictions.
 - Homelessness: The budget includes \$1 billion in funding to combat homelessness. This includes the following: \$650 million to local governments for homeless emergency aid (the most populous 13 cities receive \$275 million, counties receive \$275 million, and Continuums of Care receive \$100 million); \$120 million for mental health; \$25 million for Supplemental Security Income advocacy; \$40 million for student rapid rehousing and services for the University of California (UC) and California State University (CSU) system; and \$20 million in legal aid for eviction prevention.
 - Transportation: SB 1 will provide the following funding for transportation on an annual basis: \$1.2 billion for local streets and roads, including \$600 million for cities (based on population) and \$600 million for counties; \$458 million for local transit operations; \$386 million for transit, commuter and intercity rail; \$200 million for the State-Local Partnership Program; \$100 million for the Active Transportation Program; \$36 million for Commuter Rail and Intercity Rail; and \$25 million for Local Planning Grants.
 - Emergency Preparedness and Response: The budget includes \$800 million to enhance the state's capacity to respond to natural disasters, including wildfires. The budget also includes \$15 million in one-time funds to Cal FIRE to enhance fire protection capabilities.

- Environmental Quality: The budget also includes \$1.25 billion in cap-and-trade program's Green House Gas Reduction Fund expenditure plan.
- Community Services: The state budget includes increased funding to support subsidized childcare, funding to address a shortage of mental health professionals in local communities, as well as funding for public libraries.
- Public Safety: The budget includes \$6.2 million for the Standards and Training for Corrections Program, \$112.8 million General Fund for the Community Corrections Performance Incentive Grant, and \$14.8 million for county probation departments to supervise the temporary increase in the average daily population of offenders on Post Release Community Supervision.
- Cannabis Tax Fund Allocations: The state budget includes a \$15 million for the Cannabis Tax Fund to provide grants to local governments to assist in the creation and administration of equity programs and to support equitable access to the regulated market for individuals through financial and technical assistance.

General Fund

The City's General Fund accounts for most of the major services to residents and businesses (such as police, fire suppression and prevention, planning, building, library, parks, streets, engineering, traffic enforcement and management, and cultural programs). The General Fund operating-related appropriations for FY 2019-20 total approximately \$80.9 million. These appropriations comprise \$78.9 million of operating expenditures and \$2.0 million of transfers to Community Services in support of the Recreation Fund.

Supplementing the operating activity, \$4.1 million in capital transfers are anticipated for the San Rafael Essential Facilities project, funded by Measure E Transactions and Use Tax (TUT) revenues. An allocation of \$130,000 is estimated to maintain the Emergency and cashflow reserve at its target level, or 10% of total General Fund expenditures.

The appropriations are supported by \$80.3 million in projected revenues and \$4.7 million of transfers from other funds. The transfers include \$2.2 million from the 2018 Lease Revenue Bond proceeds that will be used to pay capitalized interest on the Bonds from the General Fund; \$0.9 million reimbursement from Gas Tax for support of street maintenance; \$0.7 million from the Employee Retirement internal service fund for debt service on the outstanding pension obligation bonds; \$0.5 million from the Parking Services Enterprise Fund for administrative support; and \$0.4 million to reclassify revenues collected for map fees.

The following table (Figure 1) summarizes the detailed information provided in Exhibit II of the Resolution (Attachment 2) and presents the proposed FY 2019-20 budget with a comparison to the projected ending performance for FY 2018-19. Resources available for operations are projected to be \$1.7 million, or 2.0% higher than those of the FY 2018-19 year while operating uses are projected to grow by \$1.2 million, or 1.5% over those of the FY 2018-19 year. Although revenues are only projected to achieve moderate growth, a combination of reductions of non-personnel expenditures and a stable environment for pension contributions have enabled the City to achieve a balanced budget. City-wide, departments actively worked to reduce expenses for the FY 2019-20 budget, while creatively working towards redesigning services to be able to deliver them more efficiently. While the City was able to achieve a balanced budget, there were several City goals that remained unfunded. Most notably, building maintenance for non-public safety owned property, compensation levels, below ground infrastructure, general unfunded liability for pension and health, and new initiatives.

In order to maintain the current level of services, in particular for Public Safety services, the City needs to consider other sources of general revenue funding for the next 10 years. By then, the retirement reforms that City Council implemented in prior years will start to significantly decrease retirement related contributions, resulting in an increase in available General Fund sources.

Figure 1

General Fund	Projected FY 2018-19	Proposed FY 2019-20	\$ Change from previous year	% Change from previous year
Revenues	\$ 78,996,639	\$ 80,282,912	\$ 1,286,273	1.6%
Transfers in	4,321,361	4,701,350		
Total Resources	\$ 83,318,000	\$ 84,984,262	\$ 1,666,262	2.0%
Expenditures	\$ 77,609,790	\$ 78,881,189	\$ 1,271,399	1.6%
Transfers out – operating	2,102,210	2,000,000		
Total Operating Uses	\$ 79,712,000	\$ 80,881,189	\$ 1,169,189	1.5%
Capital Transfers (Measure E for Essential Public Facilities)	\$ 4,145,000	\$ 4,077,000		
Net Results before Allocations	\$ (539,000)	\$ 26,073		
(Allocations) / Use of reserved funds				
Emergency reserve	(450,000)	(130,000)		
Purchase Order rollover	38,538			
Total Results	\$ (950,462)	\$ (103,927)		
Allocation of unassigned funds	1,133,725	103,927		
Net After Allocations	\$ 183,263	\$ -		

Revenue Trends and Assumptions:

Sales Tax:

After realizing consistently strong growth from 2011 through mid-2016, local sales tax receipts have plateaued during the past few years. Prior to 2016, healthy new auto sales, recovery from the recession and one-time catch-up payments provided for vigorous growth. More recently, we have watched major retail outlets close with limited prospects for their being replaced with equivalent taxable sales activity contributing to a modest sales tax forecast.

With the assistance of the City’s sales tax consultants, recurring sales tax revenues are estimated to remain flat at \$21.6 million in FY 2019-20. Sales taxes account for 27% of General Fund revenues.

Property Tax:

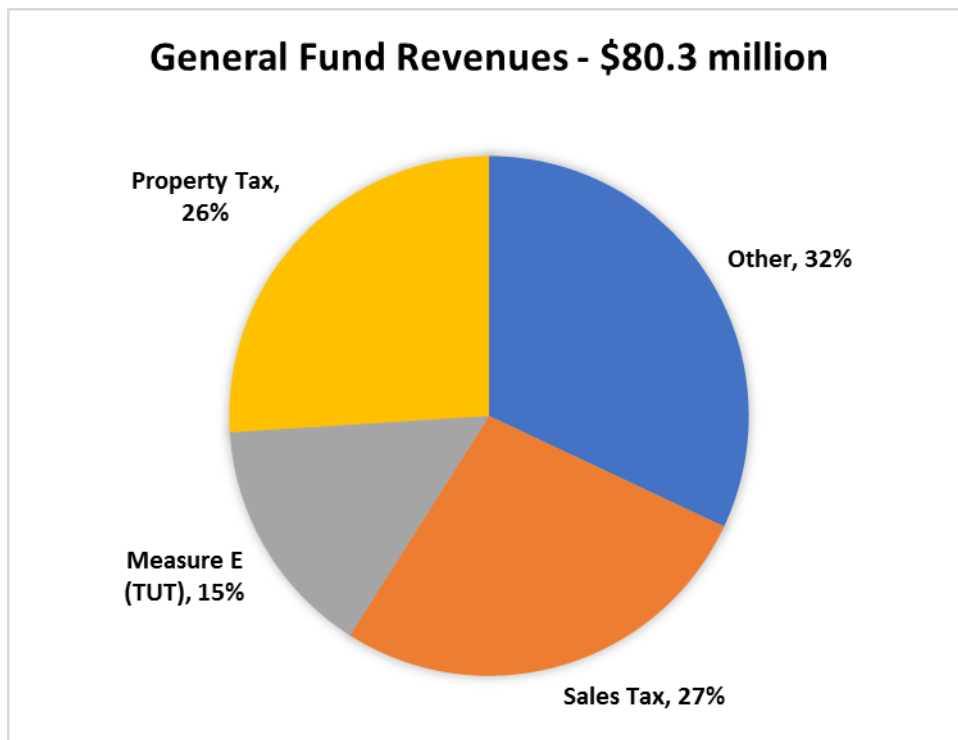
The City's second largest tax generator is property tax making up 26% of General Fund revenues. Growth in Property tax revenues has begun to taper off. Based on the most recent County property tax roll information and property transfer tax trends, the City is projecting an increase of 4.03% over prior year which equates to \$20.9 million in FY 2019-20.

Transaction & Use Tax (Measure E):

Revenues from this tax, which applies to most local retail sales, are projected to generate \$12.2 million in FY 2019-20. One-third of these funds are allocated to public safety facilities construction and improvements. Measure E revenues account for 15% 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., 1-3%) over the next year. These revenues account for 32% of General Fund revenues.



Expenditure Trends and Assumptions:

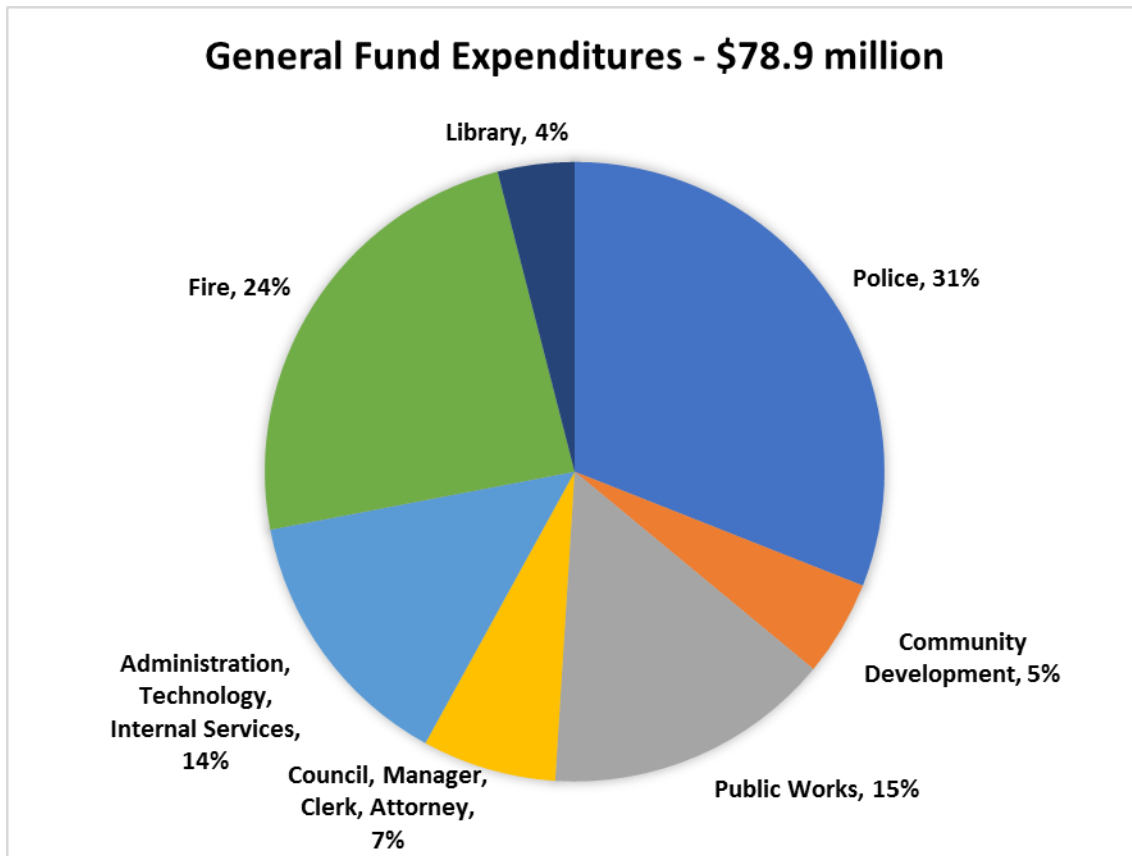
Expenditures are projected to grow by 1.6% in FY 2019-20. The annual expenditure plan includes provisions for continued support of the Homeless Initiative (detailed below), participation in the Major Crimes Task Force, and routine mass enforcement. The growth in expenditures incorporates increases in personnel costs, including step increases, and increases in compensation based on collective bargaining contract commitments. An organization-wide expenditure review contained the growth of expenditures as operational budget allocations were reduced across all departments, without which the General Fund would be experiencing a deficit. General Fund budgeted contributions to the

Marin County Employees Retirement Association (MCERA) are projected to decline by \$724,000, or 4% when compared to the previous year. While the base upon which contributions are made is growing in FY 2019-20 as a result of contractual salary increases, this factor is being offset by a decrease in contribution rates. At the direction of the City Council Finance Committee, the City has allocated the amount attributable to the decline in MCERA rates for future pension-related obligations.

Pension expenses represent approximately 17% of total citywide expenditures, and approximately \$17.3 million, or 20%, of an \$85.0 million general fund budget.

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 downtown. FY 2019-20 marks the seventh full year of operations for this program. Funding provisions of approximately \$470,000 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 a commitment of \$36,091 annually to the Marin County Council of Mayors and Councilmembers Community Homeless Fund.

The following chart summarizes the fiscal year allocation of planned General Fund Expenditures by major function. Additional detail is provided in Exhibit II to the Resolution.



Capital Spending and Other Funds

Capital Improvement Program (CIP)

The CIP is a multi-year planning tool used to identify and implement the City's capital needs over the upcoming 3-year period: FY 2019-20 through FY 2021-22. The CIP document summarizes the City's planned capital and infrastructure improvement projects, including their funding sources, and prioritizes projects after analysis and coordination with other City departments in order to ensure that all department needs are represented. 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. The CIP is intended to provide a comprehensive three-year project list for the City's known capital and infrastructure needs.

The general categories within the CIP are as follows:

- **City-Owned Properties (C):** City facilities including buildings, parking garages and lots
- **Drainage (D):** Stormwater systems including roadway drainage and the City's 12 stormwater pump stations
- **Parks (P):** Park infrastructure and facilities including playgrounds, recreation equipment, and restrooms
- **Right-of-Way (R):** Roadway improvements including construction, resurfacing, and maintenance of existing bicycle and pedestrian facilities including sidewalks and bike lanes.
- **Transportation (T):** New this year, Transportation projects are separated out from Right-of-Way projects. Transportation projects include traffic and signal improvements that increase traffic flow and capacity, as well as any circulation improvements that expand bicycle/pedestrian thoroughfare beyond the existing facilities in place. For example, new multi-use pathways and the expansion of existing sidewalk.

On [June 17, 2019](#), Public Works presented the preliminary three-year CIP for Fiscal Year (FY) 2019-20 through FY 2021-22 for discussion and review by the City Council. The purpose of this presentation was to provide the community members and the City Council an opportunity to participate in reviewing and sharing feedback relating to the CIP.

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

- Essential Facilities: Fire Station 57
- Essential Facilities: Public Safety Center
- Sea level rise vulnerability study
- San Quentin pump station reconstruction (design)
- Pickleweed Park and Schoen Park improvements
- Shoreline Park restroom
- Street resurfacing FY 2018-19
- NB 101 offramp-second right turn lane (design)
- Second and Third Street queue cutters

Major new projects identified in the FY 2019-20 to FY 2021-22 CIP include:

- Francisco Blvd. East Sidewalk Widening (Active)
- Third Street Rehabilitation Project – Grand to Miracle Mile. (Active)

- Third & Hetherton Intersection Improvements (Active)
- Albert Park ADA Restroom (Identified by the Facility Assessment Study)
- B Street Community Center Repairs (Identified by the Facility Assessment Study)
- Sun Valley Park, Peacock Gap Park, Bernard Hoffman Park Play Structure Replacement
- Lincoln Avenue Curb Ramps
- Smith Ranch Road Resurfacing
- Crosswalk Improvements
- Street Resurfacing

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

Figure 2

Fund #	Fund Name (CIP Category)	Description
205	Stormwater Fund (Drainage)	Established to fund Stormwater maintenance, programs, and improvements throughout the City—including maintenance and repair of the City’s 12 storm water pump stations. This fund receives annual revenues of approximately \$850,000 from the City’s Stormwater Activity fee (Municipal Code Chapter 9.40).
206	Gas Tax + Measure A (Right of Way, Transportation)	<p>The Gas Tax is a revenue distributed from the state based on 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, traffic, and bicycle pedestrian facilities. In April 2017, Governor Jerry Brown signed Senate Bill 1: The Road Repair and Accountability Act to address the need for additional funding for transportation and infrastructure in California. Senate Bill 1 increased per gallon fuel excise taxes, diesel fuel sales taxes and vehicle registration fees. The effect was a doubling of Gas Tax revenues received for San Rafael, from roughly \$1.1m to \$2.2m.</p> <p>Fund #206 also collects annual Measure A Transportation Sales Tax dollars (distributed by Transportation Authority of Marin). A ½-cent sales tax approved initially by voters in 2004 and reapproved in November 2018, Measure A provides roughly \$700,000 annually to San Rafael towards local streets and road improvements.</p>
208	Childcare Fund	Projects identified in the CIP as utilizing the Childcare Fund are strictly for the facility improvements as related to the City’s childcare centers.
235	Baypoint Lagoon Assessment District	The Baypoint Lagoons Lighting and Landscape District was formed to protect and enhance wildlife habitat and water quality in Baypoint (Spinnaker) Lagoon and the adjacent diked salt marsh.
236	Loch Lomond Assessment District	The Loch Lomond (Melo-Roos) Assessment District was established in 1992 to pay for the repair and maintenance of Storm Water system infrastructure in the district’s defined area
240	Parkland Dedication	This fund was established to account for long-term developer deposits used to enhance and maintain City park infrastructure.

241	Measure A <i>(Parks)</i>	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. Community Services and the Parks Commission provides input each year as to which Parks projects should be prioritized to receive Measure A funding.
246	Traffic Mitigation Fee <i>(Transportation)</i>	Traffic Mitigation Fees are charged by to a developer in connection with the approval of a development project – in order to generate revenues for increasing street capacity to accommodate additional traffic generated by the new development. The City utilizes its Traffic Mitigation Fees for circulation identified in Exhibit 21 of Policy 6A of General Plan 2020 and similar projects that further the General Plan.
420	Measure E	Measure E was passed by the voters of San Rafael in November 2013 extending an existing 0.5% sales tax for 20 years and adding 0.25% (25 cents on a \$100 purchase). On February 3, 2014, the San Rafael City Council directed staff to set aside the revenues from the added quarter percent to begin to address our aging essential facilities, including making critical improvements to our public safety facilities in San Rafael. In July 2015 the City Council approved a strategic plan for essential public safety facilities in San Rafael. The plan recommends seven projects including a new public safety center across from City Hall that will house both the police and fire departments. In addition, the plan recommends upgrades to the other fire stations for seismic safety and operational improvements.
501	Parking Services	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.
603	Building Maintenance <i>(City Owned Property, Parks)</i>	The Building Maintenance Fund supports capital projects associated with the City’s buildings, parks and other facilities. The Building Fund is an internal revenue fund, which means General Fund monies are the sole source of revenue for the fund. Historically, \$500,000 in General Fund monies has been contributed annually to the Building Fund.

Projects in the CIP are funded through a combination of these annual funding sources, and Project specific funding sources such as Grants, Donations, and special funds. These “Project specific funding sources” are restricted to certain projects based on the nature of the funding source. For example, the Traffic Mitigation Fund may only be used to finance Right-of-Way projects that are pre-identified in the General Plan or similarly qualifying projects that address traffic congestion, and a grant received may only be used for the project for which the grant was applied for.

Unfunded projects in City-Owned Property and Parks total approximately \$8 million, with immediate project needs exceeding the \$1 million in funding available from FY 2018-19 and FY 2019-20. Therefore, staff is recommending that the annual \$400,000 Gas Tax transfer to the General Fund be increased to \$800,000 for the current FY 2018-19 and for FY 2019-20. The annual transfer is designed

to cover a portion of the Public Works salaries and benefits related to streets and roads maintenance (estimated at \$2 million/year). The General Fund transfer to the Building Maintenance Fund (to support City-owned property and parks projects) will then be increased by \$400,000 for FY 2018-19 and FY 2019-20. The effect will be net neutral on the General Fund, and the result will be an additional infusion of \$800,000 to support City-owned property and parks projects in FY 2019-20.

The department is actively seeking better long-term funding strategies for these projects, including:

- Pursuing bond financing for major capital projects, such as San Quentin Pump Station
- More aggressive pursuance of grant funding for non-right-of-way capital projects
- Pursuance of ballot measure to raise current per-parcel stormwater assessment
- Exploring alternative funding mechanisms, such as assessment districts or public-private partnerships (Community Services has taken a lead on this for some of the rental facilities)

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

Capital Project Funds

These funds are dedicated to the tracking and reporting of capital projects. The most significant capital project activity is the Public Safety Facilities project, for which there are active projects associated with the construction of the new Public Safety Center and the construction of Fire Station 57. This project has been funded from the following sources: (1) direct use of designated Measure E general tax funds; (2) Lease Revenue Bonds, Series 2018, which will be repaid from designated Measure E general tax funds; and (3) reimbursements from the County of Marin for a portion of improvements to Fire Station 57 that benefit the County. In FY 2019-20, the City expects to spend approximately \$25 million in construction costs in support of this project, most of which will be provided by the proceeds of the Lease Revenue Bonds.

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 [March 18, 2019](#). The fund has planned expenditures of \$7.8 million for the upcoming fiscal year, of which \$4.9 million, or 63%, comes from the Paramedic Tax. The balance of the funding of this activity comes primarily from third-party recovery for emergency medical response and transport services. The spending plan requires no change in the level of support from taxpayers in San Rafael, County Services Area #13, and County Services Area #19, who are paying \$95 per residential living unit and 13.2 cents per non-residential building square foot. In the other area served, Marinwood Community Services District, rates will remain at the tax rate cap of \$85 per residential living unit and 11 cents per non-residential building square foot.

The EMS fund is projected to retain \$781,210 in unallocated fund balance on June 30, 2020. This balance serves as an operations reserve equal to ten percent of expenditures. Funds not needed for the operations reserve are used to fund capital improvements that directly support the delivery of emergency medical transport services (e.g., Phase Two essential public facilities projects).

The City's new Cannabis Business Tax is also reported in a special revenue fund. San Rafael has several licensees in active commerce, while several are still working through the State of California's application backlog or are finding a location and conducting tenant improvement buildout. There are currently five delivery companies and two small-scale manufacturers paying into the cannabis business tax program. San Rafael's cannabis business tax program collected 1 partial 4th quarter 2018 (November – December) and 1 full quarter, 1st Quarter 2019 (January-March) totaling \$78,000 in cannabis business

tax revenue. The tax revenues collected are before businesses had authorization to conduct adult-use sales. In July 2019, an additional licensing round for a smaller number of licenses will open. Those licenses include testing laboratories, infused product manufacturing and distribution wholesale. The City anticipates the receipt of \$120,000 in revenues for the FY2019-20 year.

The Measure A Open Space Program is in its seventh year. Funding for this activity is primarily provided by a nine-year, county-wide sales tax that is managed by the County of Marin, with the City providing discretionary contributions as needed. The focus for FY 2019-20, for which \$487 thousand in revenues is projected, remains on recreational facility improvements and open-space enjoyment and safety. The FY 2019-20 Measure A – Open Space Workplan was presented and approved separately at the City Council meeting of [June 17, 2019](#).

Measure D, the successor Library parcel tax to Measure C, is entering its third year. This special revenue source has successfully expanded 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 expanded book and periodical purchases, including ebooks; funds events and classes for all ages, and provides for supplementary technology supplies. Capital reserves were established under Measure C for facility-related uses. Of the \$541,000 set aside, approximately \$188,000 has been committed to the new library costing study with Noll and Tam architects. The allocation of these special tax proceeds is consistent with best practices in the library field and the terms of the tax measures.

The Recreation and Childcare Funds, operated by Community Services, are anticipating spending plans of \$4.8 million and \$3.6 million, respectively. Fee income and earnings on reserves cover approximately 63% of the Recreation budget, 100% of the Childcare budget, and 72% of the Preschool program.

Community Services has recommended the consolidation of three obsolete accounts into the Recreation Fund. The three funds are: Falkirk Revolving Fund, with a balance of \$25,799, used to track Falkirk expenses before these activities were managed and tracked under Recreation; Falkirk Arts Program Fund, with a balance of \$11,011, which has not been used for several years; and the Recreation Fiduciary Fund, with a balance of \$23,850, which was created for tracking Community Center programs that have since been discontinued.

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

Parking Fund

The Parking Fund is a self-sustaining enterprise fund whose revenues are dedicated to parking services. Currently, parking operations are funded via parking fees and fines, and fund balance is the only resource with which to cover capital improvements. The parking structures and lots have deferred maintenance issues that will need to be addressed over the next few years. In 2014, Public Works engaged an engineering firm to evaluate current conditions of the garage structures and provide recommendations for repair and maintenance items. The study determined that the four city-owned structures (3rd/Lootens, 3rd/A, 3rd/C, 5th/C parking structures) require significant structural repairs due to deferred maintenance. For example, it is estimated that one of the locations to be repaired, 3rd/Lootens, will cost approximately \$525,000. The FY 2019-20 operating budget for this fund is \$5.2 million, inclusive of operating transfers.

Internal Service Funds and Capital Replacement Funds

These funds are used to manage services that are delivered within the organization. For example, computer replacement, employee benefits, workers compensation, general liability and vehicle replacement are funded via internal charges to the funds that utilize these respective services. These funds have sufficient resources to support services for FY 2019-20. The technology internal service fund and capital replacement funds (vehicles, City facilities) remain underfunded with respect to the City's anticipated long-term needs.

Successor Agency

Prior to the state-initiated dissolution of the Redevelopment Agency in January 2012, the City Council met as the Redevelopment Agency and approved its annual budget as part of the citywide budget process. Under the current legislation, the Successor Agency is not required to prepare an annual budget. Funding for the Successor Agency follows a different process specified in the new law: funding must be approved by the Successor Agency's Oversight Board and the California Department of Finance for six-month periods. The economic development-related functions of the former Redevelopment Agency have been fully transferred to the City Manager's Office. The San Rafael Successor Agency Oversight Board has approved allowable administrative expenses of \$143,500 in FY 2019-20 for City staff time and other costs associated with the dissolution of the former Redevelopment Agency, although this amount is expected to be reduced, and eventually eliminated, in future years. The Successor Agency reimburses the General Fund \$190,443 per year under a repayment plan for the unfunded pension obligations of former Redevelopment Agency employees.

Status of Pension Funding

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

The most recent pension actuarial valuation was prepared as of June 30, 2018 and approved by the MCERA Board on February 13, 2019. This valuation was used to determine the contribution rates for FY 2019-20. The composite rate for the City of San Rafael will be 57.67 percent, a 4.09 percent decrease from the current rate of 61.76 percent. The budgeted pension contribution for FY 2019-20 provides full funding for the required contribution. The valuation also reported an unfunded actuarial liability of \$134.1 million for the City, representing a funded ratio of 77.0%.

MCERA's investment target (discount rate) is 7.00%. The City has dedicated a portion of its employee retirement reserve to buffer the impact of unexpected increases. This reserve, which currently totals \$1.3 million, is also used to accumulate payments for debt service on the \$4.5 million pension obligation bonds issued in 2010; and for optional, supplementary payments to MCERA.

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

The City's OPEB Funding Policy was adopted on [September 18, 2017](#). The Policy cites the City's goal of fully funding the Actuarially Determined Contribution (ADC) each year. The budgeted OPEB contribution for FY 2018-19 provides full funding for the required contribution. The contribution is based on an investment target (discount rate) of 6.75%. The most recent actuarial valuation, as of June 30, 2017, reports \$18.1 million in plan assets offset by \$51.6 million in actuarially accrued liabilities, leaving an unfunded actuarial liability of \$33.5 million. The City's ADC for FY 2019-20 is \$3.7 million.

Citywide Summary

The following table summarizes the appropriations found in Exhibit II of the Resolution (Attachment 2), which provides the schedule of consolidated fund activities for FY 2019-20:

Figure 3

Fund	Projected Balance July 1, 2019	Sources (Revenues and Transfers)	Uses (Expenditures and Transfers)	Projected Balance June 30, 2020
General Fund	\$ 151,794	\$ 84,984,262	\$ 84,958,189	\$ 177,867
General Plan	2,073,008	393,110	1,405,333	1,060,785
Special Revenue/Grant/Trust	17,001,094	25,373,790	24,054,074	18,320,810
Enterprise (Parking)	4,060,216	5,238,406	5,165,257	4,133,365
Internal Service/Capital Replacement	6,995,868	18,148,574	17,057,307	8,087,135
Assessment Districts	470,833	1,377	-	472,210
Misc Capital Project Funds	27,854,267	4,149,072	27,235,200	4,768,139
Adj for ISF Charges/Transfers	-	(25,026,588)	(25,026,588)	-
Total City-Wide Totals	\$ 58,607,080	\$ 113,262,003	\$ 134,848,772	\$ 37,020,311

Fund Balances and Reserves

Under the proposed FY 2019-20 budget, all funds are projected to have a positive fund balance as of July 1, 2019, as well as at June 30, 2020. The General Fund is projected to have sufficient funds at July 1, 2019 and June 30, 2020. The balance shown in Figure 3 above incorporates the Emergency Reserve. The other funds listed in the Figure 3 are all restricted in nature based on the explanations provided on page 9 of this report.

General Fund Emergency Reserves are projected to increase from \$7.5 million to \$7.9 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.

GANN APPROPRIATIONS LIMIT

The Appropriations Limit for each year is based on the prior year Appropriations Limit, adjusted by factors that incorporate changes in cost of living and population. For FY 2019-20, the City is using a 3.85 percent increase in California’s per capita personal income from January 1, 2018 to January 1, 2019 (this figure is provided by the California Department of Finance). For the change in population, the City is using 0.04 percent – representing the change in population for San Rafael, which is higher than Marin County’s figure of negative 0.01 percent for the period January 1, 2018 to January 1, 2019 (provided by the State of California Department of Finance).

The attached resolution (Attachment 4) establishes the new Appropriations Limit for FY 2019-20, which has been calculated to be \$138,889,447 (Exhibit A to the resolution). The actual budget subject to the limitation excludes self-supporting funds, capital improvement funds, capital outlay grant funds, and specific exclusions such as the Gas Tax Fund. The FY 2019-20 appropriations subject to the GANN Limit

is \$82,867,376 (Exhibit B to the resolution). Therefore, the portion of the City's budget appropriation that is restricted by the GANN limit is \$56,022,071 under the legal limit.

STAFFING

The City's current approved level of staffing, 412.58 FTE (full-time equivalent) is 7.9 percent below the peak of 445 FTE that was supported in FY 2007-08. The erosion of staffing levels has significantly reduced the City's organizational capacity and impedes the City's ability to proactively manage emerging issues, or to 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 and continues to explore and implement strategies to fulfill the community's expectations.

For the FY19/20 fiscal year, all departments are focused on finding ways to maximize current employee capacity and potential by re-examining the way that our teams are currently organized, and by creatively implementing process improvements cross departmentally. As a result, the following changes are being proposed:

Digital Service and Open Government

The Department of Digital Service and Open Government (DSOG) is proposing a new classification of the GIS Analyst to a Data Analyst. This is in support of the department's recently launched strategic framework that will broaden the department's service offerings beyond basic technology support, reflecting the evolution of the department's anticipated analytical needs. This new classification will include a three-step series for the Data Analyst to grow in to over time through the performance management process. There is no current fiscal impact related to this proposed change.

Police

The Police Department is proposing a reclassification of the Mental Health Outreach Provider to a Mental Health Liaison, in acknowledgement of how this single classification role has grown and developed into a more hands-on clinical liaison role. The Human Resources department recently partnered with a third-party vendor (RGS Consulting) to conduct a job classification study of the current responsibilities and found that there has been a significant change in the role's scope and depth of work. The total fiscal impact of this proposed change is \$12,911/annually.

City Manager

The City Manager's Department is proposing a reclassification of the Sustainability and Volunteer Program Coordinator to a Sustainability Program Manager. HR recently partnered with a third-party vendor (RGS Consulting) to conduct a classification study of the responsibilities (single position classification) and found that there has been a significant increase in the role's responsibilities and level of self-directed work more closely aligned with a management position. As such, this reclassification reflects how this work is developing in to a broader program, requiring a higher level of strategic leadership. The total annual cost of this change is \$12,745/annually.

Public Works

In order to ensure continuity of capacity to manage Capital Improvement Program projects, the Public Works Department is recommending the creation of a Senior Project Manager classification, and authorization to add 1.00 FTE in this job class effective April 1, 2019. The majority of the funding for this position, all but \$38,000, will come from funds that have been used to fund this position on a fixed-term basis.

The Department is also requesting the addition of 1.00 FTE Sweeper Operator to supplement the existing part-time sweeper operator position. The additional sweeper is necessary to keep pace with the increasing requirements of the Marin County Stormwater Pollution Prevention Program. Gas Tax Funds will be used to reimburse the General Fund for the \$95,000 cost of the new position.

These proposed changes have been discussed with the labor representatives for the affected bargaining units. They have a combined impact of adding 2.00 FTE and result in a \$38,000 annual cost to the General Fund, and a \$95,000 annual cost to the Gas Tax Fund.

Community Development

The Community Development Department has continued its review of how its staffing supports a positive customer experience. The Department would like to build on some of the recent adjustments by adding a Permit Services Coordinator position that would provide cross-divisional support to ensure that those who rely on the department for approvals and permits have a skilled point of contact at the customer service counter. In order to avoid raising fees, the Planning Technician position is being proposed to be eliminated and the Building Technician I position is proposed to be reduced from 1.00 Full-Time Equivalent (FTE) to 0.75 FTE. The resulting net change in staffing level is a reduction of 0.25 FTE and the net fiscal impact of these proposed changes is approximately \$8,000 per year. In order to ensure that the classification of the Permit Services Coordinator is compatible with the vision for the new role, the department worked with Human Resources and labor representatives to make the appropriate modifications to the classification. No changes are being proposed for the compensation for this position.

Community Services

The Childcare Program is experiencing a drop in demand since San Rafael schools transitioned to a full day kindergarten. In response to this decrease in demand, the department is recommending the elimination of 1.00 Childcare Director and 5.00 Childcare Instructors. These proposed changes have been discussed with the labor representatives for the Childcare unit. The net impact on staffing is a reduction of 6.00 FTE, and the savings from the eliminated positions is projected to offset the loss in revenues.

Summary of Staffing Changes

Department	Regular FTE Change	Funding Source	Fiscal Impact Increases
Digital Services and Open Government	GIS Analyst -1.00 Data Analyst +1.00	No funding impact	\$0
Police	Mental Health Outreach Provider -1.00 Mental Health Liaison +1.00	General Fund	\$12,911/year
City Manager	Sustainability and Volunteer Program Coordinator -1.00 Sustainability Program Manager +1.00	General Fund	\$12,745/year
Public Works	Sweeper Operator +1.00	Gas Tax Fund	\$95,000
	Senior Project Manager +1.00 2.00	General Fund*	\$38,000
		*offset by discontinuing fixed-term project manager	
Community Development	Permit Services Coordinator +1.00 Planning Technician -1.00 Building Technician I <u>-0.25</u> - 0.25	General Fund	\$8,000/year
Community Services (Childcare Division)	Childcare Director -1.00 Childcare Instructor <u>-5.00</u> -6.00	Childcare Fund	Negligible after taking into account revenue losses.
Total proposed changes requiring City Council Approval:	-4.25		General Fund \$71,656 Gas Tax Fund \$95,000
Fixed term position changes (no City Council approval required)	Public Works Project Manager -1.00 Fire Administrative Specialist -0.60 Fire Management Analyst <u>1.00</u> -0.60		
Total Proposed Changes:	-4.85		

The history and detail for all authorized positions are presented in Exhibit III of the resolution (Attachment 2). Accompanying Exhibit III are job class specifications for the Data Analyst, Mental Health Liaison, Sustainability Program Manager, Senior Project Manager, Sweeper Operator and Permit Services Coordinator. Also included are the salary schedules for SEIU, SRPA and Mid-Management Resolution, which have been updated to reflect the new positions in their respective units.

In summary, the FY2019-20 personnel proposal ends with 407.73 full-time employees (from 412.58 as of June 30, 2019) which is a decrease in 4.85 FTE. The General Fund increases of \$71,656 are being funded by department budget reductions in other expenses.

In addition to these aforementioned staffing changes, the City leadership team is proposing additional support and career investment in our Police Department's Mid Management group. The Educational Incentive for Police Captains and Police Lieutenants who have received their post Management Certificate is being proposed to be paid a flat dollar in the amount of \$264.50 bi-monthly. Details of this incentive program are outlined in a side letter attached.

Community Services and Library Integration

Over the past several months, staff has been working on an effort to combine the Community Services Department with the Library Department from an internal, organizational standpoint. For purposes of the City's organizational structure, it would be the "Library, Recreation, and Childcare Department" and begin as such immediately with this new fiscal year. Susan Andrade-Wax, currently the Community Services Director, will be the Director of the newly merged department. Staff will continue to track separately the budget of these functions as we have in the past in order to maintain transparency into the various costs by function and restricted uses by Measure D. Therefore, there are no budgetary recommendations in this staff report regarding the reorganization. However, at a later date, staff anticipates returning to the City Council with a new organizational chart for the Department and any reclassifications or compensation adjustments that are recommended at that time. Staff will work with any affected labor groups as those changes are considered. Staff will not be making any recommended changes to how the current boards, commissions, and affiliate groups function as they relate to the Library and Community Services. Those will continue as they have in the past.

The two Departments are proposed to be integrated in order to create new possibilities for collaboration and innovation in programming and services for the community, as well as to create efficiencies through eliminating duplication, combining resources, and leveraging diverse skill sets. Another goal is to create more shared professional development, shared training, and more opportunities for growth and advancement of employees. Workshops were held with all affected staff to create a new departmental vision, mission, set of values and initial goals. The identified vision is, "Connect and flourish" and the mission is, "Enriching our community through discovery, learning, and play." Some minor examples of new opportunities include: unified promotion of activities, classes, and events; sharing of resources such as vehicles and equipment; optimization of building space/land usage; and greater opportunities for staff to excel/promote in the larger organization.

Included in the draft City Council Goals and Strategies for Fiscal Year 2019-2020 is, "Complete the integration, policies/procedures, and team development of the new 'Library, Recreation, and Childcare' Department. The Council's approval of the Citywide Budget for Fiscal Year 2019-2020 will put this effort into motion.

FISCAL IMPACT: By approving the resolutions as presented, the City Council is authorizing the levels of expenditures, within funds, for FY 2019-20. The proposed budgets reflect all assumptions outlined and incorporate direction received from the City Council and City Council Finance Subcommittee. The City is also adopting the GANN Appropriations Limit which confirms that the budgeted expenditures are within the legal limit.

The FY 2019-20 Budget Resolution also provides for the “roll-over” of unspent capital project funds from FY 2018-19 for projects that will not be completed by June 30, 2019. Capital project spending occurs each year by appropriating accumulated funds (e.g., gas tax, traffic mitigation, etc.), in addition to new revenue sources. By carrying over the unspent portion of a project’s budget into the subsequent year, capital project budget performance is easier to track because the same budget authority is not duplicated for unspent funds. This also makes it easier to match budgeted and actual expenditures.

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

OPTIONS: The City Council can choose to either:

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

RECOMMENDATION: Accept the report and:

1. Adopt the Resolution Approving the City-Wide Budget and Capital Improvement Program for the Fiscal Year 2019-2020 and Providing for the Appropriations and Expenditure of All Sums Set Forth in the Budget
2. Adopt the Resolution Approving Fiscal Year 2019-2020 Gann Appropriations

ATTACHMENTS:

1. FY 2019-20 City Council Goals & Strategies
2. Resolution Approving the City-Wide Budget and Capital Improvement Program for the Fiscal Year 2019-2020 and Providing for the Appropriations and Expenditure of All Sums Set Forth in the Budget, and Exhibits I, II, III (Budget and Personnel Actions)
3. Capital Improvement Program: FY 2019-20 through 2021-22
4. Resolution Approving Fiscal Year 2019-2020 Gann Appropriations Limit, and Exhibits A and B

Cover Page

Attachment 1. - FY 2019-20 City Council Goals & Strategies



City Council Goals and Strategies

Fiscal Year 2019-20

This document is not a comprehensive list of all City goals and strategies but rather a snapshot of the key, new initiatives for the fiscal year.

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.

HIGHLIGHTS OF ACCOMPLISHMENTS FOR FY 2018-19

- Completed the construction of [Fire Station 52](#), nearing completion of [Station 57](#), and substantial progress on the [Public Safety Center](#).
- Completed the [West Francisco Boulevard](#) “Flip” with the SMART tracks, completion of the [Andersen Drive](#) new intersection, and completion of [Phase I of the Multi-Use Path](#).
- [Achieved](#) a 28% reduction in chronic homelessness from 2017 to 2019, a 54% decline in EMS transports and an 86% decline in Police calls for service for people who have been housed through Housing First.
- With [Coordinated Entry](#), worked with partners to house (now 150+) people who were chronically homeless.
- Assisted Downtown Streets Team secure [Marin Mobile Care](#) mobile shower sites in San Rafael, County of Marin, Sausalito, Corte Madera/Larkspur, and Fairfax.
- Approved “[Wildfire Prevention and Protection Action Plan](#)” to set implementation framework/strategy.
- Installed the [Grand Avenue Pedestrian Bridge](#) for access between Canal neighborhood and Downtown.
- Completed first year of the new [Sidewalk Repair Program](#), a public-private partnership to improve walkability that allows residents to apply for partial funding from the City to repair existing sidewalks.
- Completed the construction of a [new playground at Albert Park](#), with the support of community partners such as The B Team and the Gerstle Park Neighborhood Association.
- Implemented Renter/Landlord programs including [Source of Income Discrimination](#), [Mandatory Mediation](#), and [Just Cause Evictions](#) to improve the renter/landlord relationship.
- Adopted the [Climate Change Action Plan 2030](#) to reduce greenhouse gas (GHG) emissions.
- Entered into a countywide public-private partnership entitled “[Opening Doors Marin](#)”, whose goal is to create housing for chronic and veteran homelessness in Marin County.
- Adopted the [Bicycle and Pedestrian Master Plan](#).
- Adopted [small cell/5G wireless communication facility](#) regulations, which includes permit requirements, permitting deadlines, and design standards/requirements to comply with federal law.
- Further developed the [Cannabis Program](#), including developing an appeals process, expanding the number and types of cannabis licenses, and updating the City’s regulations to comply with state law.
- Implemented a six-month [pilot parking program](#) in East San Rafael regarding time-limited parking to increase on-street parking in residential and commercial areas.
- Entered into an agreement with the Marinwood Community Services District for [shared fire chief officer services](#) to improve service delivery and improve efficiency.
- Established the [Library Pop-Up](#) at Northgate Mall, with the Marin County Free Library.
- Launched the [New Library Facilities](#) Planning Project to engage community members in assessing options for improving library facilities.
- Implemented [Text-to-911](#) program so wireless customers can send text messages to 911 in an emergency.
- Upgraded all [police body-worn cameras](#) to an unlimited cloud-based digital evidence management system that allows managing and sharing digital evidence with the DA’s Office.
- Reorganized “IT” Division into the Department of [Digital Service and Open Government](#) to better assist departments with service design, open data, and community engagement in addition to traditional tech.
- Completed Phase One of a [wayfinding installation project](#) in Downtown San Rafael to direct community members to landmarks, popular locations, and parking.
- Hosted a successful 30th annual [Día de los Muertos](#) event.
- Hosted the second annual [Marin County Community Job Fair](#), in partnership with the Chamber.
- Completed second Spanish speaking [Citizens’ Police Academy](#).
- Partnered with Canal Alliance and other partners to form a chapter of the [New Americans Campaign](#) and assist eligible community members with the naturalization process.

GOAL A:	STRATEGIES AND KEY IMPLEMENTATION TASKS	SUBCOMMITTEES/ DEPARTMENTS
<p>NEIGHBORHOOD AND ECONOMIC VITALITY</p> <p>Create and preserve a healthy economy and neighborhoods</p>	<p>1. Sustain vibrant neighborhoods, Downtown and other business areas.</p> <ul style="list-style-type: none"> a. Work with the General Plan 2040 Steering Committee to complete GP2040 and Downtown Precise Plan. b. Continue programming with the Chamber and BID. Assist vitality of East San Rafael such as through a PBID. Explore dynamic parking pricing in downtown. c. Review new cannabis license types, create non-San Rafael delivery company process and fee, launch license renewal process, monitor tax collection, and build out compliance program. d. Create marketing material, including launching a website, to brand San Rafael. e. Begin digital inclusion initiative that increases internet connectivity in East San Rafael. f. Evaluate East San Rafael pilot parking program and implement next steps. 	<p><i>Economic Development Subcommittee</i> Community Development</p> <p>Economic Development Parking Services</p> <p>Economic Development</p> <p>Economic Development</p> <p>Digital Service</p> <p>Parking Services</p>
	<p>2. Facilitate Housing Opportunities</p> <ul style="list-style-type: none"> a. Encourage housing development by incentivizing the private sector (e.g. regulatory changes). b. Implement new Mandatory Mediation and Just Cause ordinances; evaluate other programs to create an equitable rental/landlord relationship. c. Update a new accessory dwelling Ordinance. 	<p>Community Development</p> <p>City Manager's Office</p> <p>Community Development</p>
	<p>3. Reduce the number of people experiencing homelessness.</p> <ul style="list-style-type: none"> a. Continue partnerships to end chronic and veteran homelessness in Marin by the end of 2022, such as through Coordinated Entry program. b. Facilitate housing production through "Opening Doors Marin," c. Continue to facilitate an integrated multi-service center that accommodates current downtown service providers as sites become available. d. Develop policy response to Martin v. Boise and other direction through the courts. 	<p><i>Homelessness Subcm.</i></p> <p>City Manager's Office</p> <p>City Manager's Office Community Development</p> <p>City Manager's Office, Community Development</p> <p>City Manager's Office, Police, others</p>
	<p>4. Reduce greenhouse gas emissions.</p> <ul style="list-style-type: none"> a. Complete a Sea Level Rise Adaptation Report to be attached to General Plan 2040. b. Implement the Climate Change Action Plan 2030 (CCAP2030), including enacting new state green building codes and a community-wide process to deal with the impacts of climate change. c. Develop an online community engagement platform for the CCAP2030 that helps residents to learn about activities that reduce greenhouse gas emissions. 	<p><i>Sustainability Liaison</i> City Manager's Office Community Development</p> <p>City Manager's Office</p> <p>City Manager's Office, Digital Service</p>

GOAL B:	STRATEGIES AND KEY IMPLEMENTATION TASKS	SUBCOMMITTEES/ DEPARTMENTS
<p>QUALITY OF LIFE</p> <p>Serve and strengthen community and regional relationships</p>	<p>1. Work to provide literary, artistic, recreational and cultural experiences for all residents and embrace our diversity.</p> <ul style="list-style-type: none"> a. Develop Cultural District awareness campaigns and coordinate with County on Arts Master Plan execution, implement municipal public art projects with partners. b. Implement new programming and beautification opportunities; expand West End lighting project and on-street dining. c. Update the City’s Special Event and Film Permit process to increase organizational efficiency and economic vitality. d. Activate our libraries by implementing programs such as One Thousand Books before Kindergarten, Parent Involvement Project, and Healthy Eating Active Living Initiative. e. Complete the integration, policies/procedures, and team development of the new “Library, Recreation, and Childcare” Department. 	<p><i>Economic Development Subcommittee</i></p> <p>Economic Development, Public Works, Parking, others</p> <p>Economic Development Public Works</p> <p>Economic Development Library, Recreation, and Childcare</p> <p>Library, Recreation, and Childcare</p>
	<p>2. Collaborate with community partners and utilize the expertise of Boards and Commissions, agencies, and associations.</p> <ul style="list-style-type: none"> a. Further develop community partnerships that promote inclusivity, safety, belonging, and vitality for the entire community. b. Increase Council exchanges/communication with the appointed Boards and Commissions 	<p>City Manager’s Office</p> <p>City Manager’s Office</p>
	<p>3. Improve resident engagement and governmental transparency.</p> <ul style="list-style-type: none"> a. Implement the World Health Organization’s Age Friendly Cities – San Rafael initiative. b. Build on the Latinx engagement strategy, as started in the Resident Engagement Plan, to increase civic participation and feedback from Spanish-speaking residents. c. Co-lead in local planning and participate in U.S. Census 2020 outreach to ensure an accurate, fair, and complete count. d. Embrace principles of open government by improving financial transparency and using digital transparency portals to share key budget information with community. e. Conduct community outreach to discuss police activities/priorities and engage the public in the problem-solving process. 	<p>Library, Recreation, and Childcare</p> <p>City Clerk’s Office Digital Service</p> <p>City Manager’s Office</p> <p>Finance Digital Service</p> <p>Police Department</p>

GOAL C:	STRATEGIES AND KEY IMPLEMENTATION TASKS	SUBCOMMITTEES/ DEPARTMENTS
PUBLIC SAFETY Prevent and respond to emergencies	1. Plan for essential public facility improvements with ¼ cent additional Measure E funds. <ol style="list-style-type: none"> a. Complete the design, bid, and begin construction of Fire Stations 54 and 55 as Phase II of the Essential Facilities program. b. Complete the construction of the Public Safety Center (and achieve LEED Gold certification) and Station 57. 	<i>Facilities Subcommittee</i> Public Works Public Works
	2. Provide a safe and secure environment for people, businesses and property in the community. <ol style="list-style-type: none"> a. Work with community members, Wildfire Advisory Committee, Marin Ready Together, and all Marin jurisdictions to implement the Wildfire Prevention and Protection Action Plan (e.g. defensible space, fuel reduction, evacuation, Firewise communities) and develop funding options. b. Evaluate short-term housing rentals and recommend regulations relating to permitting, use, and enforcement. c. Update City policies and procedures relating to alarm responses and billing. 	Fire, Police, Public Works Community Development Police
	3. Further develop community and organizational emergency readiness. <ol style="list-style-type: none"> a. Update the Emergency Operations Plan to reflect risks, response capabilities, statutory requirements, and best practices. b. Update the Emergency Volunteer Intake Center Plan to be better prepared to utilize disaster volunteers. c. Begin a multi-year disaster recovery project with the goals of increasing network survivability in a disaster event and reducing the network outage window. d. Reimagine emergency medical service delivery to ensure highest quality “out of hospital” care is provided to meet the changing needs of the community. e. Expand CERT, Firewise, other neighborhood response programs in San Rafael. 	Fire City Manager’s Office and Fire Digital Service Fire Fire
	4. Pursue cost saving and efficiency measures for emergency services. <ol style="list-style-type: none"> a. Continue to implement current (e.g. Marinwood Chief Officer, Novato pool, San Anselmo meters) and seek new partnerships with other agencies to share services e.g. additional with Marinwood. b. Work with County’s Whole Person Care program which benefits frequent users of emergency services and develop successful and cost-effective approaches. 	City Manager’s Office, All City Manager’s Office, Fire, Police

GOAL D:	STRATEGIES AND KEY IMPLEMENTATION TASKS	SUBCOMMITTEES/ DEPARTMENTS
PUBLIC ASSETS Improve and preserve public assets	1. Plan use of Measure A funds for park and open space. <ol style="list-style-type: none"> a. Replace the playground at Sun Valley Park. b. Enhance vegetation management services in open space areas to reduce the risk of highly flammable vegetation. c. Implement community process and updated design for Pickleweed Park field conversion project to apply for CA Prop. 68/other grants. 	Public Works Public Works, Fire, others Library, Recreation, and Childcare
	2. Sustain effective level of core infrastructure. <ol style="list-style-type: none"> a. Implement the City's Capital Improvement Program (CIP) projects, which including the Southern Heights Bridge (multi-year), Smith Ranch Road resurfacing, Lincoln Avenue curb ramps, and many other projects. b. Continue to work with residents and stakeholders to identify federal funding to dredge the San Rafael Canal. c. Determine preferred site and cost analysis for new library facilities; seek synergies with existing buildings. 	<i>Facilities and New Library</i> Public Works Public Works Library, Recreation, and Childcare
	3. Improve mobility by reducing traffic congestion and expanding bicycle, pedestrian and transit. <ol style="list-style-type: none"> a. Work with partners to select Permanent Transit Center final alternatives to be studied in EIR b. Implement the design phase of the Third Street Rehab. Project, including roadway reconstruction, signal and bike/ped improvements, access ramp updates. c. Begin the sidewalk widening project along East Francisco Boulevard to provide needed access and connectivity between Downtown and East San Rafael. d. Implement intersection and crosswalk improvements such as at Third and Hetherton and a new signalized crosswalk in front of San Rafael High School. 	Public Works Public Works Public Works Public Works
	4. Support SMART operations and prepare for extension to Larkspur. <ol style="list-style-type: none"> a. Seek funding to complete construction of Phase 2 of the Multi-Use Path from Rice Drive to Second Street. b. Implement the multi-year traffic signal improvement program to establish a fiber network, new compliant signal equipment, and more effective interface with SMART in the downtown. 	Public Works Public Works

GOAL E:	STRATEGIES AND KEY IMPLEMENTATION TASKS	SUBCOMMITTEES/ DEPARTMENTS
<p>FOUNDATIONAL SERVICES</p> <p>Sustain organizational viability and exemplary service</p>	<p>1. Achieve short- and long-term financial viability and continue to seek financial resources for City priorities.</p> <ul style="list-style-type: none"> a. Complete a citywide fee study and consider updates to the Master Fee Schedule. b. Identify opportunities to stabilize long term financial projections. c. Identify and market underutilized properties, both City and non-City owned. Improve revenue performance of commercial assets such as Northgate and Marin Square. 	<p><i>Economic Development and Finance Subcommittees</i> Finance</p> <p>City Manager's Office Finance</p> <p>Economic Development</p>
	<p>2. Continue organizational excellence and succession planning.</p> <ul style="list-style-type: none"> a. Enhance workplace culture and improve the employee lifecycle experience. b. Develop an all-employee Diversity and Inclusion training program to integrate with the Together San Rafael initiative. c. Update critical HR policies and procedures; provide employees with accountability policies that reflect best practices, compliance and innovative thinking. d. Succession planning and knowledge transfer; create initial proposal to capture institutional and legacy knowledge; create business continuity opportunities. e. Update administrative technology systems and processes to streamline and connect cross-departmental workflow. 	<p>Human Resources, others</p> <p>Human Resources, others</p> <p>Human Resources</p> <p>Human Resources</p> <p>Human Resources, Finance, Digital Service, others</p>
	<p>3. Employ technology to improve efficiency and service level ability.</p> <ul style="list-style-type: none"> a. Begin the implementation of a new citywide enterprise resource planning (ERP) system. b. Develop a performance management program to make data-informed decisions and provide critical operating information to assess and improve service delivery. c. Leverage technology and process improvements in the City Clerk's Office to deploy a citywide records management program. d. Launch a community engagement initiative with on-line tools to inform residents about District Elections and what it means to them. e. Implement an improved process for processing business license renewals. f. Create a digital permit guide to simplify the building permit process, and track all the permits, documents, plan reviews, and outside agency clearances. 	<p>Finance</p> <p>Digital Service</p> <p>City Clerk's Office</p> <p>City Clerk's Office</p> <p>Finance</p> <p>Community Development Digital Service</p>

Cover Page

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

Exhibit I - City Consolidated Funds FY19-20

Exhibit II - FY19-20 Gen Fund Proposed Budget

Exhibit III - Authorized Positions FY19-20

- 2019 Mid-Management Salary Schedule
- 2019 SEIU Salary Schedule
- 2019 SRPA Salary Schedule
- 2019 Data Analyst DRAFT
- 2019 Mental Health Liaison DRAFT
- 2019 Permit Services Coordinator DRAFT
- 2019 Senior Project Manager DRAFT
- 2019 Sustainability Program Manager DRAFT
- 2019 Sweeper Operator DRAFT
- 2019 SRPMMA Ed Incentive Side Letter (signed)

RESOLUTION NO.

**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 2019-2020 AND PROVIDING FOR
THE APPROPRIATIONS AND EXPENDITURE OF ALL SUMS SET FORTH
IN THE BUDGET IN THE AMOUNT OF \$134,848,772**

WHEREAS, on April 9, 2019, the City Council Finance Committee discussed the proposed City-wide Operating budget for the fiscal year July 1, 2019 – June 30, 2020; and

WHEREAS, on June 17, 2019, the San Rafael City Council conducted a Study Session with public discussion of Goals and Strategies for the fiscal year July 1, 2019 - June 30, 2020; and

WHEREAS, on June 17, 2019, the City Manager and Director of Public Works submitted to the San Rafael City Council at its regular meeting a Preliminary Capital Improvement Program for the fiscal year July 1, 2019 – June 30, 2020; and

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

WHEREAS, it is the intention of this Council to adopt the Proposed Budget submitted by the City Manager as the approved budget for the fiscal year 2019-2020; and

WHEREAS, it is the intention of this Council to carry forward unspent capital projects resources funded in fiscal year 2018-2019 to complete the balance of these projects in the 2019-2020 fiscal year; and

WHEREAS, it is the intention of this Council to carry forward unspent operational funds from fiscal year 2018-2019 encumbered through approved, active purchase orders to complete the balance of these purchases in the 2019-2020 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, 2019 through June 30, 2020, is hereby adopted, with net appropriations of \$134,848,772. General Fund operational uses total \$84,958,189 as presented in Exhibit II attached hereto and incorporated herein. A total of \$1,405,333 is

appropriated for General Plan support, \$24,054,074 is appropriated for special revenue and grant activities, \$5,165,257 for the parking enterprise, \$27,235,200 for capital projects, and \$17,057,307 for internal service funds and asset replacement as presented in Exhibit I attached hereto and incorporated herein.

2. The sums of money therein set forth are hereby appropriated from the revenues of the City to the departments, functions, programs and funds therein set forth for expenditure during the fiscal year 2019-2020.
3. The Capital Improvement Program and projects presented for implementation in fiscal year 2019-2020 are hereby approved.
4. The budget provides for a decrease of 4.85 Full Time Equivalent positions, of which 4.25 represents a decrease in regular positions; resulting in 407.73 full-time equivalent, authorized positions, as presented in Exhibit III, attached hereto and incorporated herein.
5. The following personnel actions will be implemented July 1, 2019 unless otherwise stated:
 - A. Approve the reclassification of a 1.0 FTE GIS Analyst position to a 1.0 FTE Data Analyst position, with a three-step series salary range of \$6,090 to \$8,957 monthly, in the SEIU bargaining group; and
 - B. Approve the reclassification of a 1.0 FTE Mental Health Outreach Provider position to a 1.0 FTE Mental Health Liaison position, with a salary range of \$6,807 to \$8,687 monthly, in the SRPA bargaining group; and
 - C. Approve the reclassification of a 1.0 FTE Sustainability and Volunteer Coordinator position to a 1.0 FTE Sustainability Program Manager position, with a salary range of \$6,916 to \$8,406 monthly, in the mid-management unrepresented group; and
 - D. Add the classification of a 1.0 FTE Senior Project Manager, Effective April 1, 2019, with a salary range of \$8,644 to \$10,507, in the mid-management unrepresented group; and
 - E. Add the classification of a 1.0 FTE Sweeper Operator position, with a salary range of \$4,915 to \$5,975, in the SEIU bargaining group; and
 - F. Eliminate a 1.0 FTE Planning Technician position; reduce the 1.0 FTE Building Technician I position to a 0.75 FTE Building Technician I position; add the classification of a 1.0 FTE Permit Services Coordinator, with a salary range of \$6,435 to \$7,822, in the SEIU bargaining group; and
 - G. Eliminate 1.0 FTE Childcare Director position from the Authorized Positions Budget; and
 - H. Eliminate 5.0 FTE Childcare Instructor positions from the Authorized Positions Budget.
6. The City of San Rafael will carry forward unspent operational funds from fiscal year 2018-2019 encumbered through approved, active purchase orders, and reappropriate these funds in fiscal year 2019-2020 to be used solely to pay for the remaining portion of City Council authorized expenditures in the originating funds.

7. The City of San Rafael will carry forward unspent capital project funds from fiscal year 2018-2019 and reappropriate these funds in fiscal year 2019-2020 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 2018-2019 or prior fiscal years.
8. Transfers are authorized from the General Fund to the San Rafael Essential Facilities capital project from Measure E revenues for the purpose of funding the San Rafael Essential Facilities projects.
9. Drawdowns are authorized from the Lease Revenue Bonds, Series 2018 for the sole purpose of funding the San Rafael Essential Facilities projects as necessitated by actual authorized capital expenditures, including capitalized interest.
10. The following obsolete funds are hereby terminated as of June 30, 2019, with their remaining, residual balances to be transferred to the Recreation Fund:
 - A. Falkirk Revolving Fund;
 - B. Falkirk Arts Program Fund;
 - C. Recreation Fiduciary Fund.
11. Funds set aside in the Emergency Medical Services Fund balance for the purpose of funding future capital expenditures necessary to support the facilities used to deliver emergency medical transportation and related paramedic services will be made available to qualifying capital projects.

I, LINDSAY LARA, Clerk of the City of San Rafael, hereby certify that the foregoing resolution was duly and regularly introduced and adopted at a regular meeting of the Council of said City on Monday, the 15th day of July 2019, by the following vote, to wit:

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

LINDSAY LARA, City Clerk

CITY OF SAN RAFAEL
CONSOLIDATED FUNDS

FY 2019-2020 PROJECTED BUDGET		Projected June 30, 2019 Balance	Total and Capital			Total and Capital			June 30, 2020 Projected Balance
FUND NAME	Operating and Capital Revenue		Transfers In	Total Resources	Operating and Capital Budget	Transfers to Other Funds	Total Appropriations		
GENERAL OPERATING FUNDS:									
001	General Fund Available Balance	\$151,794	\$80,282,912	\$4,701,350	\$84,984,262	\$78,881,189	\$6,077,000	\$84,958,189	\$177,867
218	General Plan Special Revenue Fund	2,073,008	393,110		393,110	1,405,333		1,405,333	1,060,785
SPECIAL REVENUE & GRANT FUNDS:									
205	Storm Water Fund	478,023	842,615		842,615	707,526		707,526	613,112
206	Gas Tax	442,281	4,915,907		4,915,907	1,385,000	900,000	2,285,000	3,073,188
207	Development Services	395,384	5,616		5,616	-	401,000	401,000	0
208	Child Care	1,605,842	3,424,116		3,424,116	3,631,668		3,631,668	1,398,290
210	Paramedic/EMS	733,632	7,927,157		7,927,157	7,808,579	71,000	7,879,579	781,210
216	Cannabis	50,000	120,000		120,000	122,380		122,380	47,620
217	State Lands Fund	221,839	38,707		38,707	1,000		1,000	259,546
222	Recreation Revolving	106,933	2,728,058	2,000,000	4,728,058	4,806,080		4,806,080	28,911
223	Household Haz. Waste Fund	267,102	176,577		176,577	182,491		182,491	261,188
228	Hazardous Materials Fund	55,251			-			-	55,251
234	Pt. San Pedro A.D. Maintenance Portion	66,738	90,000		90,000	144,195		144,195	12,543
235	Baypoint Lagoons L & L Assessment District	279,517	27,896		27,896	146,400		146,400	161,013
236	Loch Lomond CFD #10	666,537	27,454		27,454	15,633		15,633	678,358
237	Loch Lomond Marina CFD #2	270,567	81,967		81,967	137,200		137,200	215,334
240	Parkland Dedication	255,440	5,416		5,416	100,000		100,000	160,856
241	Measure A Open Space	(0)	501,487		501,487	487,180		487,180	14,307
495	Low and moderate Income Housing Fund	856,935	5,380		5,380	95,000		95,000	767,315
LIBRARY AND FALKIRK:									
214	Library Revolving	177,431	17,120		17,120	60,000		60,000	134,551
215	Library Special Assessment Fund	598,704	1,082,648		1,082,648	1,123,928		1,123,928	557,424
	Library Fund	776,134	1,099,768	-	1,099,768	1,183,928	-	1,183,928	691,974
PUBLIC SAFETY:									
200	Abandoned Vehicle	49,338	90,000	100,000	190,000	185,678		185,678	53,660
202	Asset Seizure	0	356		356	-		-	356
204	Crime Prevention	4,473			-			-	4,473
230	Youth Services - Police	29,168	75,000		75,000	96,710		96,710	7,458
	Public Safety Fund	82,979	165,356	100,000	265,356	282,388	-	282,388	65,947
TRAFFIC AND HOUSING:									
243	Affordable Housing in lieu	1,270,818	11,735		11,735	25,000		25,000	1,257,553
245	Housing & Parking In-lieu	349,906	2,829		2,829	-		-	352,735
246	East S.R. Traffic Mitigation	4,628,850	145,097		145,097	100,000		100,000	4,673,947
	Traffic & Housing Mitigation Funds	6,249,574	159,661	-	159,661	125,000	-	125,000	6,284,235
GRANT:									
201	A.D.A.. Access Projects	-			-			-	-
260	Pickleweed Childcare Grant	140,744	357,009		357,009	427,852		427,852	69,901
281	Public Safety Grants	793,888	422,791		422,791	761,569		761,569	455,110
283	Grant-Other	49,508	131,000		131,000	131,005		131,005	49,503
	Grant Funds	984,140	910,800	-	910,800	1,320,426	-	1,320,426	574,514
SPECIAL REVENUE & GRANT FUND TOTAL		14,844,849	23,253,938	2,100,000	25,353,938	22,682,074	1,372,000	24,054,074	16,144,713

CITY OF SAN RAFAEL
CONSOLIDATED FUNDS

FY 2019-2020 PROJECTED BUDGET FUND NAME	Projected June 30, 2019 Balance	Total and Capital			Total and Capital			June 30, 2020 Projected Balance
		Operating and Capital Revenue	Transfers In	Total Resources	Operating and Capital Budget	Transfers to Other Funds	Total Appropriations	
ASSESSMENT DISTRICTS:								
302 Financing Authority 1997 Bonds	149,874	1,377		1,377				151,251
304 Peacock Gap Assessment District	2,875			-				2,875
306 Mariposa Assessment District	16,573			-				16,573
Var. Assessment District Projects	301,511			-				301,511
ASSESSMENT DISTRICT TOTAL	470,833	1,377	-	1,377	-	-	-	472,210
CAPITAL PROJECT FUNDS:								
401 Capital Improvement	1,023,452			-				1,023,452
405 Open Space Acquisition	116,642	1,072		1,072				117,714
406 Bedroom Tax	81,535			-				81,535
407 Parks Capital Projects	10,764			-				10,764
420 Measure E - Public Safety Facilities	26,621,874		4,148,000	4,148,000	25,000,000	2,235,200	27,235,200	3,534,674
CAPITAL PROJECT FUND TOTAL	27,854,267	1,072	4,148,000	4,149,072	25,000,000	2,235,200	27,235,200	4,768,139
ENTERPRISE FUND:								
501 Parking Services	4,060,216	5,238,406		5,238,406	4,578,870	586,387	5,165,257	4,133,365
ENTERPRISE FUND TOTAL	4,060,216	5,238,406	-	5,238,406	4,578,870	586,387	5,165,257	4,133,365
INTERNAL SERVICE FUNDS:								
227 Sewer Maintenance	-	2,822,448		2,822,448	2,822,448		2,822,448	-
600 Vehicle Replacement	937,203	1,213,439		1,213,439	420,000		420,000	1,730,642
601 P.C. Replacement	956,900	1,593,220		1,593,220	2,505,215		2,505,215	44,905
602 Fire Equipment Replacement	1,186,812	222,327		222,327	285,000		285,000	1,124,139
603 Building Improvement	452,585	900,000		900,000	280,000		280,000	1,072,585
604 Employee Benefits	301,369	714,988		714,988	950,000		950,000	66,357
605 Liability Insurance	40,961	1,687,077		1,687,077	1,687,898		1,687,898	40,140
606 Workers Compensation Insurance	439,014	2,217,825		2,217,825	2,000,000		2,000,000	656,839
607 Dental Insurance	152,263	511,413		511,413	495,000		495,000	168,676
608 Radio Replacement	97,864	648,660		648,660	688,083		688,083	58,441
609 Telephone/Internet	257,373	439,486		439,486	437,900		437,900	258,959
611 Employee Retirement	1,267,366	1,307,305		1,307,305	4,000	678,763	682,763	1,891,908
612 Retiree Health Benefit OPEB	539,953	3,827,200		3,827,200	3,763,000		3,763,000	604,153
613 Police Equipment Replacement Fund	366,205	43,186		43,186	40,000		40,000	369,391
INTERNAL SERVICE FUND TOTAL	6,995,868	18,148,574	-	18,148,574	16,378,544	678,763	17,057,307	8,087,135
TRUST AND AGENCY FUNDS:								
712 Library Fiduciary	2,156,245	19,852		19,852				2,176,097
TRUST & AGENCY FUND TOTAL	2,156,245	19,852	-	19,852	-	-	-	2,176,097
COMBINED FUNDS TOTAL	58,607,080	127,339,241	10,949,350	138,288,591	148,926,010	10,949,350	159,875,360	37,020,311
LESS: INTERFUND TRANSFER			(10,949,350)	(10,949,350)		(10,949,350)	(10,949,350)	
LESS: INTERNAL SERVICE CHARGES		(14,077,238)		(14,077,238)	(14,077,238)		(14,077,238)	
NET TOTALS FY2019-2020	58,607,080	113,262,003	-	113,262,003	134,848,772	-	134,848,772	37,020,311

**GENERAL FUND
PROPOSED BUDGET FY 2019-2020**

EXHIBIT II

REVENUES & OTHER OPERATIONAL SOURCES

Taxes

Property Tax and related	\$ 20,913,000
Sales Tax	21,589,000
Sales Tax -Measure E	12,233,000
Franchise Tax	3,967,000
Business Tax	2,904,000
Transient Occupancy Tax	3,273,000

Other Agencies

CSA #19 Fire Service	2,112,000
VLF Backfill	6,059,000
Other Agencies (Prop 172, Owner Prop Tax, State Mandate, Other agencies)	1,279,000

Other Revenues

Permits & Licenses (building, electrical, encroachment, use, alarm)	2,629,170
Fine & Forfeitures (traffic, vehicle, etc.)	383,000
Interest & Rents (investment earnings, rents, etc.)	176,742
Charges for Services (includes dev't fees and plan review)	2,150,000
Other Revenue (damage reimbursements, misc income)	615,000

Sub-total: Revenues \$ 80,282,912

TRANSFERS IN

from Gas Tax	900,000
from Map Fund	401,000
from Parking Services Fund - Admin. cost	486,387
from Measure E for 2018 Lease Revenue Bond	2,235,200
from Employee Retirement Fund - POB debt payment	678,763

Sub-total: Transfers In \$ 4,701,350

TOTAL SOURCES

\$ 84,984,262

EXPENDITURES AND OTHER OPERATIONAL USES

Expenditures by Department

Finance	4,686,176
Non-Departmental	4,144,204
City Manager/City Council	2,692,216
City Clerk	482,646
Digital Services	1,785,913
Mgt Serv: Adm,HR	500,223
City Attorney	1,184,857
Community Development	4,144,195
Police	24,194,338
Fire	18,925,306
Public Works	12,021,259
Library	3,334,075
Economic Development	785,781

Sub-total: Expenditures \$ 78,881,189

OPERATIONAL TRANSFERS OUT

to Recreation Fund - Operating support	2,000,000
--	-----------

Sub-total: Transfers Out \$ 2,000,000

Non-Operating Transfers (Measure E / San Rafael Essential Facilities) 4,077,000

Allocation to Emergency and Cash Flow Reserve 130,000

TOTAL USES

\$ 85,088,189

NET RESULTS

\$ (103,927)

**CITY OF SAN RAFAEL
Authorized Positions**

EXHIBIT III

Staffing by Departments	Final 2008-2009	Final 2009-2010	Final 2010-2011	Final 2011-2012	Final 2012-2013	Final 2013-2014	Final 2014-2015	Final 2015-2016	Final 2016-2017	Final 2017-2018	Adopted 2018-2019	Midyear Changes 2018-2019	Final 2018-2019	Proposed Changes 2019-2020	Proposed 2019-2020
Community Development	27.50	21.75	20.75	18.25	18.25	17.80	17.80	19.80	20.00	21.00	21.00	1.00	22.00	(0.25)	21.75
Community Services	64.20	61.40	61.83	59.82	59.02	60.25	60.82	60.84	60.94	60.94	60.94	1.47	62.41	(6.00)	56.41
City Attorney	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	-	3.50	-	3.50
City Clerk	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	-	2.00	-	2.00
City Manager/Council	8.70	7.70	7.70	8.50	8.50	9.56	9.56	11.56	13.56	13.56	13.56	(1.00)	12.56	-	12.56
Economic Development (includes former RDA)	6.00	6.00	6.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	(1.00)	2.00	-	2.00
Finance	11.00	10.00	10.00	10.00	10.72	10.72	11.72	12.72	12.72	11.72	11.72	-	11.72	-	11.72
Fire	77.00	75.00	76.00	75.00	76.00	79.00	81.75	81.75	81.75	82.35	82.35	-	82.35	0.40	82.75
Library	24.20	22.09	27.99	21.74	21.74	23.41	23.41	23.41	23.41	23.41	23.41	-	23.41	-	23.41
Management Services	33.68	31.68	31.15	28.23	26.23	26.33	27.33	27.83	27.33	29.33	29.33	2.00	31.33	-	31.33
Police	104.00	90.00	90.00	87.00	87.00	89.00	90.00	92.00	92.80	92.00	92.00	1.30	93.30	-	93.30
Public Works	75.80	60.80	62.80	62.00	60.00	61.00	62.00	62.00	63.00	66.67	66.67	(0.67)	66.00	1.00	67.00
Total Budgeted Positions	437.58	391.92	399.72	379.04	375.96	385.57	392.89	400.41	404.01	409.48	409.48	3.10	412.58	(4.85)	407.73
Change from previous year	(7.50)	(45.66)	7.80	(20.68)	(3.08)	9.61	7.32	7.52	3.60	5.47	-	-	3.10	-	(4.85)
Authorized, unbudgeted - extended absence/no cost							1.00	2.00	2.00	1.00	1.00	(1.00)	-	-	-
Total Authorized Positions	437.58	391.92	399.72	379.04	375.96	385.57	393.89	402.41	406.01	410.48	410.48	2.10	412.58	(4.85)	407.73
	437.58	391.92	399.72	379.04	375.96	385.57	393.89	402.41	406.01	410.48	410.48				

General Notes:

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

2019-2020 Proposed changes (from above)

CDD - Eliminate 1.00 FTE Planning Tech; Add 1.00 FTE Permit Services Coordinator; Reduce Building Tech I from 1.00 to 0.75 FTE.
 CS - Eliminate 1.00 FTE Childcare Director & 5.00 FTE Childcare Instructors
 Fire - Delete Fixed-Term Admin Specialist (0.60); Add Fixed-Term Management Analyst (1.00)
 PW - Add 1.00 FTE regular Sweeper Operator; Add 1.00 FTE Senior Project Manager; Delete 1.00 Fixed-term Project Manager

2018-2019 Mid-Year changes (from above)

CDD - Added 1.00 FTE Fixed-Term Professional Analyst
 CS - Eliminate 1.00 FTE Office Assistant & 1.00 FTE Administrative Assistant; Increased Program Coordinator by 0.4667 FTE & Added 1.00 FTE Program Coordinator; Added 1.00 FTE Events Coordinator & 1.00 FTE Fixed-Term Advanced Professional Temp
 CM - Eliminated 1.00 FTE Senior Mgmt Analyst
 ED - Moved 1.00 FTE Events Coordinator to Community Services
 MS - Added 1.00 each Director of DSOG, GIS Analyst, Civic Design Manager; Eliminated 1.00 FTE Fixed-Term Business Systems Analyst
 PD - Added 0.80 FTE Property & Evidence Technician for FY 18/19 & 19/20; Add 0.50 FTE Police Dispatcher through 6/30/19 (both Fixed-Term)
 PW - Increased Fixed-Term Junior Engineer from 0.67 FTE to 1.00 FTE. Transferred 1.00 GIS Analyst to DSOG.

SAN RAFAEL UNREPRESENTED MID-MANAGEMENT

SALARY SCHEDULE

Effective July 1, 2019

Grade	Position	A	B	C	D	E
7315	Accounting Manager	\$ 8,700	\$ 9,135	\$ 9,591	\$ 10,071	\$ 10,575
8106	Assistant Director of Community Services	\$ 9,470	\$ 9,943	\$ 10,440	\$ 10,962	\$ 11,510
2125	Assistant Library Director	\$ 9,470	\$ 9,943	\$ 10,440	\$ 10,962	\$ 11,510
2202	Assistant Public Works Director / City Engineer	\$ 11,284	\$ 11,848	\$ 12,440	\$ 13,062	\$ 13,716
2302	Chief Building Official	\$ 10,486	\$ 11,011	\$ 11,561	\$ 12,139	\$ 12,746
4203	Civic Design Manager	\$ 9,470	\$ 9,943	\$ 10,440	\$ 10,962	\$ 11,510
2122	Code Enforcement Supervisor	\$ 7,217	\$ 7,578	\$ 7,957	\$ 8,355	\$ 8,773
4204	Data & Infrastructure Manager	\$ 10,486	\$ 11,011	\$ 11,561	\$ 12,139	\$ 12,746
1105	Deputy City Attorney I	\$ 9,503	\$ 9,978	\$ 10,477	\$ 11,001	\$ 11,551
1109	Deputy City Attorney II	\$ 10,478	\$ 11,002	\$ 11,552	\$ 12,129	\$ 12,736
2120	Deputy Fire Marshall	\$ 8,925	\$ 9,372	\$ 9,840	\$ 10,332	\$ 10,849
2135	Deputy Public Works Director	\$ 10,251	\$ 10,764	\$ 11,302	\$ 11,867	\$ 12,461
7313	Economic Development Coordinator	\$ 8,612	\$ 9,042	\$ 9,494	\$ 9,969	\$ 10,468
2128	Economic Development Manager	\$ 9,470	\$ 9,943	\$ 10,440	\$ 10,962	\$ 11,510
7117	Emergency Services Manager	\$ 8,402	\$ 8,822	\$ 9,263	\$ 9,727	\$ 10,213
9005	Events Coordinator*	\$ 7,318	\$ 7,684	\$ 8,068	\$ 8,471	\$ 8,895
2208	Operations and Maintenance Manager	\$ 9,201	\$ 9,661	\$ 10,144	\$ 10,652	\$ 11,184
2703	Parking Services Manager	\$ 8,612	\$ 9,042	\$ 9,494	\$ 9,969	\$ 10,468
7312	Parks Superintendent	\$ 8,402	\$ 8,822	\$ 9,263	\$ 9,727	\$ 10,213
2116	Planning Manager	\$ 9,644	\$ 10,126	\$ 10,632	\$ 11,164	\$ 11,722
9453	Principal Planner	\$ 8,612	\$ 9,042	\$ 9,494	\$ 9,969	\$ 10,468
1202	Public Works Administrative Manager	\$ 8,611	\$ 9,042	\$ 9,494	\$ 9,969	\$ 10,467
8103	Recreation Supervisor	\$ 7,218	\$ 7,578	\$ 7,957	\$ 8,355	\$ 8,773
2206	Senior Civil Engineer (SRSD)	\$ 9,980	\$ 10,479	\$ 11,003	\$ 11,553	\$ 12,130
7317	Senior Code Enforcement Supervisor	\$ 7,966	\$ 8,365	\$ 8,783	\$ 9,222	\$ 9,683
2105	Senior Management Analyst	\$ 8,205	\$ 8,615	\$ 9,046	\$ 9,498	\$ 9,973
TBD	Senior Project Manager**	\$ 8,644	\$ 9,076	\$ 9,530	\$ 10,007	\$ 10,507
8102	Senior Recreation Supervisor	\$ 7,966	\$ 8,364	\$ 8,783	\$ 9,222	\$ 9,683
7310	Sewer Maintenance Superintendent	\$ 8,402	\$ 8,822	\$ 9,263	\$ 9,727	\$ 10,213
7311	Street Maintenance Superintendent	\$ 8,402	\$ 8,822	\$ 9,263	\$ 9,727	\$ 10,213
TBD	Sustainability Program Manager**	\$ 6,916	\$ 7,261	\$ 7,624	\$ 8,006	\$ 8,406
4202	Technology Operations Manager*	\$ 11,063	\$ 11,616	\$ 12,197	\$ 12,806	\$ 13,447

*Events Coordinator Y-rated effective 6/1/18; Technology Operations Manager Y-rated effective 12/17/18

**New position effective FY19/20 Budget

City of San Rafael
SEIU - SALARY SCHEDULE
July 1, 2019

Grade	Position	A	B	C	D	E
7241	Accountant I	\$ 5,671	\$ 5,955	\$ 6,253	\$ 6,565	\$ 6,894
7240	Accountant II	\$ 5,955	\$ 6,253	\$ 6,566	\$ 6,894	\$ 7,239
7200	Accounting Assistant I	\$ 4,131	\$ 4,337	\$ 4,554	\$ 4,782	\$ 5,021
7201	Accounting Assistant II	\$ 4,550	\$ 4,777	\$ 5,016	\$ 5,267	\$ 5,531
7299	Accounting Technician	\$ 5,673	\$ 5,957	\$ 6,255	\$ 6,567	\$ 6,896
7205	Administrative Analyst	\$ 5,271	\$ 5,534	\$ 5,811	\$ 6,102	\$ 6,407
7211	Administrative Assistant I	\$ 4,282	\$ 4,496	\$ 4,720	\$ 4,956	\$ 5,204
7212	Administrative Assistant II	\$ 4,721	\$ 4,957	\$ 5,205	\$ 5,465	\$ 5,738
7295	Senior Administrative Assistant	\$ 5,083	\$ 5,337	\$ 5,604	\$ 5,884	\$ 6,179
7216	Administrative Assistant to the City Clerk	\$ 5,083	\$ 5,337	\$ 5,604	\$ 5,884	\$ 6,179
7210	Assistant Planner	\$ 5,962	\$ 6,260	\$ 6,573	\$ 6,901	\$ 7,246
7208	Associate Planner	\$ 6,579	\$ 6,908	\$ 7,254	\$ 7,616	\$ 7,997
7217	Building Inspector I	\$ 5,402	\$ 5,672	\$ 5,956	\$ 6,254	\$ 6,567
7218	Building Inspector II	\$ 5,962	\$ 6,260	\$ 6,573	\$ 6,901	\$ 7,247
7475	Building Technician I	\$ 4,659	\$ 4,892	\$ 5,136	\$ 5,393	\$ 5,663
7220	Business License Examiner	\$ 4,777	\$ 5,016	\$ 5,266	\$ 5,530	\$ 5,806
7221	Child Care Bookkeeper I	\$ 4,131	\$ 4,337	\$ 4,554	\$ 4,782	\$ 5,021
7262	Child Care Bookkeeper II	\$ 4,550	\$ 4,777	\$ 5,016	\$ 5,267	\$ 5,531
7222	Code Enforcement Official I	\$ 4,328	\$ 4,544	\$ 4,771	\$ 5,010	\$ 5,261
7223	Code Enforcement Official II	\$ 4,775	\$ 5,014	\$ 5,265	\$ 5,528	\$ 5,804
7380	Code Enforcement Official III	\$ 5,671	\$ 5,955	\$ 6,253	\$ 6,565	\$ 6,894
2119	Construction Inspector - SRSD	\$ 5,872	\$ 6,166	\$ 6,474	\$ 6,798	\$ 7,137
7224	Custodian	\$ 4,042	\$ 4,244	\$ 4,457	\$ 4,679	\$ 4,913
TBD	Data Analyst I*	\$ 6,090	\$ 6,394	\$ 6,714	\$ 7,050	\$ 7,402
TBD	Data Analyst II*	\$ 6,699	\$ 7,034	\$ 7,385	\$ 7,755	\$ 8,142
TBD	Data Analyst III*	\$ 7,369	\$ 7,737	\$ 8,124	\$ 8,530	\$ 8,957
7226	Deputy City Clerk	\$ 5,211	\$ 5,471	\$ 5,745	\$ 6,032	\$ 6,334
7120	Emergency Management Coordinator	\$ 4,896	\$ 5,141	\$ 5,398	\$ 5,667	\$ 5,951
7121	Environmental Management Coordinator	\$ 4,896	\$ 5,141	\$ 5,398	\$ 5,667	\$ 5,951
7232	Facility Repair Supervisor	\$ 6,435	\$ 6,757	\$ 7,095	\$ 7,450	\$ 7,822
7291	Facility Repair Worker I	\$ 4,567	\$ 4,795	\$ 5,035	\$ 5,286	\$ 5,551
7233	Facility Repair Worker II	\$ 5,036	\$ 5,288	\$ 5,552	\$ 5,830	\$ 6,122
7294	Facility Repair Worker III	\$ 5,420	\$ 5,691	\$ 5,976	\$ 6,274	\$ 6,588
7108	Fire Prevention Inspector I	\$ 6,826	\$ 7,168	\$ 7,526	\$ 7,902	\$ 8,298
7107	Fire Prevention Inspector II	\$ 7,525	\$ 7,902	\$ 8,297	\$ 8,712	\$ 9,147
7298	IT Help Desk Supervisor	\$ 6,699	\$ 7,034	\$ 7,385	\$ 7,755	\$ 8,142
7243	Librarian I	\$ 5,225	\$ 5,486	\$ 5,760	\$ 6,048	\$ 6,351
7244	Librarian II	\$ 5,488	\$ 5,763	\$ 6,051	\$ 6,353	\$ 6,671
2404	Library Aide	\$ 2,504	\$ 2,630	\$ 2,761	\$ 2,899	\$ 3,044
7246	Library Assistant I	\$ 3,440	\$ 3,612	\$ 3,793	\$ 3,982	\$ 4,181
7247	Library Assistant II	\$ 3,890	\$ 4,085	\$ 4,289	\$ 4,504	\$ 4,729
7248	Library Circulation Supervisor	\$ 4,974	\$ 5,223	\$ 5,484	\$ 5,758	\$ 6,046
2405	Library Tech Services Supervisor	\$ 4,974	\$ 5,223	\$ 5,484	\$ 5,758	\$ 6,046

7292	Literacy Program Supervisor	\$ 6,055	\$ 6,358	\$ 6,676	\$ 7,009	\$ 7,360
7249	Mail and Stores Clerk	\$ 3,700	\$ 3,885	\$ 4,079	\$ 4,283	\$ 4,497
7255	Network Analyst	\$ 6,091	\$ 6,395	\$ 6,715	\$ 7,051	\$ 7,403
7274	Network Support Technician	\$ 4,659	\$ 4,892	\$ 5,136	\$ 5,393	\$ 5,663
7285	Office Assistant I	\$ 3,523	\$ 3,699	\$ 3,884	\$ 4,079	\$ 4,283
7284	Office Assistant II	\$ 3,980	\$ 4,179	\$ 4,388	\$ 4,607	\$ 4,838
7256	Park Equipment Mechanic	\$ 5,290	\$ 5,554	\$ 5,832	\$ 6,124	\$ 6,430
7257	Parking Attendant I	\$ 2,017	\$ 2,118	\$ 2,224	\$ 2,335	\$ 2,452
7275	Parking Attendant II	\$ 2,221	\$ 2,332	\$ 2,449	\$ 2,572	\$ 2,700
6208	Parking Enforcement Officer	\$ 4,921	\$ 5,167	\$ 5,425	\$ 5,696	\$ 5,981
6212	Parking Equipment Technician	\$ 4,681	\$ 4,915	\$ 5,161	\$ 5,419	\$ 5,690
6209	Parking Maintenance & Collections	\$ 4,681	\$ 4,915	\$ 5,161	\$ 5,419	\$ 5,690
6211	Parking Operations Supervisor	\$ 6,435	\$ 6,757	\$ 7,095	\$ 7,449	\$ 7,822
7258	Parks & Graffiti Worker	\$ 4,246	\$ 4,458	\$ 4,681	\$ 4,915	\$ 5,161
2123	Parks Lead Maintenance Worker	\$ 5,420	\$ 5,691	\$ 5,976	\$ 6,274	\$ 6,588
7271	Parks Maintenance Supervisor	\$ 6,435	\$ 6,757	\$ 7,095	\$ 7,450	\$ 7,822
7236	Parks Maintenance Worker I	\$ 4,458	\$ 4,681	\$ 4,915	\$ 5,161	\$ 5,419
7238	Parks Maintenance Worker II	\$ 4,681	\$ 4,915	\$ 5,161	\$ 5,419	\$ 5,690
7296	Permit Services Coordinator	\$ 6,435	\$ 6,757	\$ 7,095	\$ 7,450	\$ 7,822
7261	Planning Technician	\$ 4,659	\$ 4,892	\$ 5,136	\$ 5,393	\$ 5,663
7234	Printing Press Operator	\$ 4,607	\$ 4,837	\$ 5,079	\$ 5,333	\$ 5,600
1201	Program Coordinator	\$ 4,896	\$ 5,141	\$ 5,398	\$ 5,667	\$ 5,951
7290	Public Works Dispatcher	\$ 4,681	\$ 4,915	\$ 5,161	\$ 5,419	\$ 5,690
7263	Revenue Supervisor	\$ 7,236	\$ 7,598	\$ 7,978	\$ 8,377	\$ 8,795
2309	Senior Building Inspector	\$ 7,077	\$ 7,431	\$ 7,802	\$ 8,193	\$ 8,602
7219	Senior Building Technician	\$ 5,403	\$ 5,673	\$ 5,956	\$ 6,254	\$ 6,567
7265	Senior Library Assistant	\$ 4,086	\$ 4,290	\$ 4,504	\$ 4,730	\$ 4,966
7264	Senior Planner	\$ 7,445	\$ 7,818	\$ 8,208	\$ 8,619	\$ 9,050
2204	Sewer Lead Maintenance Worker	\$ 5,977	\$ 6,275	\$ 6,589	\$ 6,919	\$ 7,265
7266	Sewer Maintenance Worker I	\$ 4,797	\$ 5,037	\$ 5,288	\$ 5,553	\$ 5,830
7267	Sewer Maintenance Worker II	\$ 5,162	\$ 5,420	\$ 5,691	\$ 5,976	\$ 6,274
7281	Sewers Supervisor	\$ 6,756	\$ 7,094	\$ 7,449	\$ 7,821	\$ 8,212
7269	Shop & Equipment Supervisor	\$ 6,435	\$ 6,757	\$ 7,095	\$ 7,450	\$ 7,822
7280	Street Lead Maintenance Worker	\$ 5,420	\$ 5,691	\$ 5,976	\$ 6,274	\$ 6,588
7209	Street Maintenance Supervisor	\$ 6,435	\$ 6,757	\$ 7,095	\$ 7,450	\$ 7,822
7250	Street Maintenance Worker I	\$ 4,458	\$ 4,681	\$ 4,915	\$ 5,161	\$ 5,419
7251	Street Maintenance Worker II	\$ 4,681	\$ 4,915	\$ 5,161	\$ 5,419	\$ 5,690
TBD	Street Sweeper Operator*	\$ 4,915	\$ 5,161	\$ 5,419	\$ 5,690	\$ 5,975
7245	Supervising Librarian	\$ 6,055	\$ 6,358	\$ 6,676	\$ 7,009	\$ 7,360
8523	Supervising Parking Enforcement Officer	\$ 5,534	\$ 5,810	\$ 6,101	\$ 6,406	\$ 6,726
7288	Supervising Vehicle/Equipment Mechanic	\$ 5,693	\$ 5,977	\$ 6,276	\$ 6,590	\$ 6,920
2129	Sustainability & Volunteer Program Coordinator*	\$ 5,797	\$ 6,087	\$ 6,391	\$ 6,711	\$ 7,046
7286	Vehicle/Equipment Mechanic I	\$ 4,797	\$ 5,037	\$ 5,288	\$ 5,553	\$ 5,831
7287	Vehicle/Equipment Mechanic II	\$ 5,290	\$ 5,554	\$ 5,832	\$ 6,123	\$ 6,430
2131	Volunteer Program Assistant	\$ 4,721	\$ 4,957	\$ 5,205	\$ 5,465	\$ 5,738

*Changes per FY 19/20 Budget: Reclass GIS Analyst series to Data Analyst series; New Street Sweeper Classification; Eliminate Sustainability & Volunteer Program Corodinator.

SAN RAFAEL POLICE ASSOCIATION
SALARY SCHEDULE
Effective July 1, 2019

Grade*	Position		Entry Level Step A1*	A	B	C	D	E
6203	COMMUNITY SERVICE OFFICER	Annually	\$ 60,976	\$ 64,022	\$ 67,218	\$ 70,589	\$ 74,110	\$ 77,818
		Monthly	\$ 5,081	\$ 5,335	\$ 5,602	\$ 5,882	\$ 6,176	\$ 6,485
		Hourly	\$ 29.3153	\$ 30.7798	\$ 32.3164	\$ 33.9370	\$ 35.6297	\$ 37.4124
6207	MENTAL HEALTH LIAISON**	Annually	\$ 81,682	\$ 85,758	\$ 90,055	\$ 94,557	\$ 99,290	\$ 104,250
		Monthly	\$ 6,807	\$ 7,147	\$ 7,505	\$ 7,880	\$ 8,274	\$ 8,687
		Hourly	\$ 39.2700	\$ 41.2300	\$ 43.2900	\$ 45.4600	\$ 47.7300	\$ 50.1200
6202	POLICE ADMINISTRATIVE TECHNICIAN	Annually	\$ 62,461	\$ 65,583	\$ 68,866	\$ 72,299	\$ 75,920	\$ 79,715
		Monthly	\$ 5,205	\$ 5,465	\$ 5,739	\$ 6,025	\$ 6,327	\$ 6,643
		Hourly	\$ 30.0295	\$ 31.5301	\$ 33.1087	\$ 34.7594	\$ 36.5000	\$ 38.3247
9420	POLICE CADET	Annually	\$ 28,503	\$ 29,926	\$ 31,424	\$ 32,997	\$ 34,645	\$ 36,381
		Monthly	\$ 2,375	\$ 2,494	\$ 2,619	\$ 2,750	\$ 2,887	\$ 3,032
		Hourly	\$ 13.7033	\$ 14.3875	\$ 15.1078	\$ 15.8641	\$ 16.6564	\$ 17.4907
2121	POLICE CALL TAKER & RECORDS SPECIALIST	Annually	\$ 58,691	\$ 61,625	\$ 64,709	\$ 67,942	\$ 71,338	\$ 74,909
		Monthly	\$ 4,891	\$ 5,135	\$ 5,392	\$ 5,662	\$ 5,945	\$ 6,242
		Hourly	\$ 28.2168	\$ 29.6274	\$ 31.1100	\$ 32.6646	\$ 34.2972	\$ 36.0138
6201	POLICE SUPPORT SERVICES SUPERVISOR	Annually	N/A	\$ 92,775	\$ 97,419	\$ 102,288	\$ 107,407	\$ 112,775
		Monthly	N/A	\$ 7,731	\$ 8,118	\$ 8,524	\$ 8,951	\$ 9,398
		Hourly	N/A	\$ 44.6031	\$ 46.8360	\$ 49.1769	\$ 51.6379	\$ 54.2188
9622	POLICE COMMUNICATIONS DISPATCH TRAINEE	Annually	\$ 51,213	\$ 53,785	\$ 56,469	\$ 59,290	\$ 62,262	\$ 65,370
		Monthly	\$ 4,268	\$ 4,482	\$ 4,706	\$ 4,941	\$ 5,188	\$ 5,448
		Hourly	\$ 24.6215	\$ 25.8579	\$ 27.1484	\$ 28.5050	\$ 29.9335	\$ 31.4281
6205	POLICE COMMUNICATIONS DISPATCHER	Annually	\$ 64,035	\$ 67,231	\$ 70,602	\$ 74,122	\$ 77,830	\$ 81,726
		Monthly	\$ 5,336	\$ 5,603	\$ 5,883	\$ 6,177	\$ 6,486	\$ 6,810
		Hourly	\$ 30.7858	\$ 32.3224	\$ 33.9431	\$ 35.6357	\$ 37.4184	\$ 39.2911
6215	POLICE LEAD COMMUNICATIONS DISPATCHER	Annually	N/A	\$ 72,275	\$ 75,895	\$ 79,690	\$ 83,673	\$ 87,856
		Monthly	N/A	\$ 6,023	\$ 6,325	\$ 6,641	\$ 6,973	\$ 7,321
		Hourly	N/A	\$ 34.7474	\$ 36.4880	\$ 38.3127	\$ 40.2275	\$ 42.2382
6106	POLICE CORPORAL	Annually	N/A	N/A	N/A	\$ 99,616	\$ 104,598	\$ 109,829
		Monthly	N/A	N/A	N/A	\$ 8,301	\$ 8,716	\$ 9,152
		Hourly	N/A	N/A	N/A	\$ 47.8924	\$ 50.2873	\$ 52.8023
6206	POLICE EVIDENCE & PROPERTY TECHNICIAN	Annually	\$ 64,035	\$ 67,231	\$ 70,602	\$ 74,122	\$ 77,830	\$ 81,726
		Monthly	\$ 5,336	\$ 5,603	\$ 5,883	\$ 6,177	\$ 6,486	\$ 6,810
		Hourly	\$ 30.7858	\$ 32.3224	\$ 33.9431	\$ 35.6357	\$ 37.4184	\$ 39.2911
6107	POLICE OFFICER	Annually	\$ 81,963	\$ 86,070	\$ 90,365	\$ 94,884	\$ 99,629	\$ 104,610
		Monthly	\$ 6,830	\$ 7,173	\$ 7,530	\$ 7,907	\$ 8,302	\$ 8,718
		Hourly	\$ 39.4052	\$ 41.3799	\$ 43.4447	\$ 45.6175	\$ 47.8984	\$ 50.2933
6109	POLICE RECRUIT	Annually	\$ 74,509	\$ 78,242	\$ 82,150	\$ 86,257	\$ 90,577	\$ 95,097
		Monthly	\$ 6,209	\$ 6,520	\$ 6,846	\$ 7,188	\$ 7,548	\$ 7,925
		Hourly	\$ 35.8218	\$ 37.6165	\$ 39.4952	\$ 41.4699	\$ 43.5467	\$ 45.7196
6111	POLICE REGULATORY OFFICER	Annually	\$ 64,035	\$ 67,231	\$ 70,602	\$ 74,122	\$ 77,830	\$ 81,726
		Monthly	\$ 5,336	\$ 5,603	\$ 5,883	\$ 6,177	\$ 6,486	\$ 6,810
		Hourly	\$ 30.7858	\$ 32.3224	\$ 33.9431	\$ 35.6357	\$ 37.4184	\$ 39.2911
4524	POLICE SECURITY OFFICER	Annually	\$ 59,977	\$ 62,973	\$ 66,120	\$ 69,428	\$ 72,899	\$ 76,544
		Monthly	\$ 4,998	\$ 5,248	\$ 5,510	\$ 5,786	\$ 6,075	\$ 6,379
		Hourly	\$ 28.8351	\$ 30.2756	\$ 31.7882	\$ 33.3788	\$ 35.0475	\$ 36.8001
6104	POLICE SERGEANT	Annually	N/A	N/A	N/A	\$ 113,911	\$ 119,604	\$ 125,585
		Monthly	N/A	N/A	N/A	\$ 9,493	\$ 9,967	\$ 10,465
		Hourly	N/A	N/A	N/A	\$ 54.7651	\$ 57.5021	\$ 60.3772
9525	YOUTH SERVICES PROGRAM SUPERVISOR	Annually	\$ 91,539	\$ 96,108	\$ 100,915	\$ 105,971	\$ 111,265	\$ 116,820
		Monthly	\$ 7,628	\$ 8,009	\$ 8,410	\$ 8,831	\$ 9,272	\$ 9,735
		Hourly	\$ 44.0089	\$ 46.2058	\$ 48.5167	\$ 50.9476	\$ 53.4926	\$ 56.1636

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

**Reclassification from Mental Health Outreach Coordinator effective 7/1/19

**City of San Rafael
Job Class Specification**

Job Title: Data Analyst I/II/III

SUMMARY:

Reporting to the Infrastructure and Data Manager, the Data Analyst plays a key role in creating, managing and maintaining city-wide data sources, including the city geographic information system (GIS). The Data Analyst will work to formalize the process for releasing data to the public, build dashboards that track progress toward city-wide performance metrics, and assist on other data and analytics projects. Work assigned may be with a specific project, City departments, program area and/or to support City achieves its goals and objectives.

DISTINGUISHING CHARACTERISTICS:

Data Analyst I:

This is the entry level class in the Data Analyst 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.

Data Analyst II:

This is the journey level class within the Data Analyst series. This class is distinguished from the Data Analyst 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.

Data Analyst III:

This is the most skilled level of the series, competent to work independently without direct supervision while performing the full scope of database design and management, advanced analysis, and acting as lead on major projects and initiatives.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

Data Analyst I:

- Identify, analyze, and interpret trends or patterns in complex data sets, and provide ongoing reports data to relevant stakeholders
- Create data dashboards, graphs and visualizations
- Attends training sessions and staff meetings
- Communicate clearly and concisely, orally and in writing
- Makes presentations
- Trains and assists other staff with their interaction with data sources, e.g. GIS software and databases
- Other duties as assigned

Data Analyst II:

- In addition to duties and responsibilities outlined in Data Analyst I above,
- Identify new sources of data and methods to improve data collection, analysis, and reporting
- Plans, develops, coordinates and modifies systems to create and maintain a geographic and land information program
- Supports the design, implementation, and maintenance of Citywide performance measures

- Locate and define new process improvement opportunities
- Providing technical expertise on data storage structures, data mining, and data cleansing
- Maintain information about the City's data including the data definitions and structures, data security, storage and use requirements
- Work alongside city teams and/or management to establish business and information needs
- Commissioning and decommissioning of data programs
- Provide quality assurance of imported data, exported data
- Analyze quantitative and qualitative data to determine selected program effectiveness
- Engage data producers (city departments) and other internal stakeholders to convey the strategic importance of sharing open data, both internally and externally
- Engage with external consumers of open data to ensure awareness of available data, solicit feedback on data quality and obtain new ideas for future data releases.

Data Analyst III:

- In addition to duties and responsibilities outlined in Data Analyst I & II above,
- Establish standards and procedures to provide optimum data response, access, integrity and security
- Develop and implement databases, data collection systems, data analytics and other strategies that optimize statistical efficiency and quality
- Develop standards for implementing websites, public facing APIs, applications and other technology projects by city agencies in a way that supports open data
- Develop policies and practices for departments to use to identify, review, publish and maintain open data sets for external consumers
- Anticipate future data needs and provide data base administration resources to foster innovation and growth

EDUCATION AND EXPERIENCE:

- Bachelor's degree in mathematics, statistics, information technology, public policy, public administration, or related field
- Strong analytical capabilities
- Understanding of data gathering, inspecting, cleansing, transforming, and modeling techniques
- Experience with data structures, data sets, databases, and SQL
- Communication skills with the ability to distill complex subjects to a wider audience
- Keen attention to detail
- Willingness to solve problems

Data Analyst I:

- At least 1 year of experience in a data, analytics or related function involving quantitative data analysis to solve problems

Data Analyst II:

- At least 2 years of experience in a data, analytics or related function involving quantitative data analysis to solve problems

Data Analyst III:

- At least 4 years of experience in a data, analytics or related function involving quantitative data analysis to solve problems

KNOWLEDGE OF:

- Ability to translate business requirements into non-technical, lay terms
- Handling large datasets and relational databases
- High-level written and verbal communication skills
- Project management practices
- Applicable laws, codes and regulations
- Record keeping principles and practices
- Strong analytic, strategic, and problem-solving skills

ABILITY TO:

Identify useful information and suggest conclusions that support decision making; coordinate and implement programs to respond to customer requests; prepare written procedures and policies; work independently and make sound judgments; analyze current and future network and telecommunication technologies and needs; provide technical assistance and leadership to other support staff and contractors as required, work as a team player within the department.

LANGUAGE SKILLS:

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

REASONING SKILLS:

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

PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential function 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 use hands to finger, handle, or feel and reach with hands and arms. The employee is occasionally required to stand and 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, distance vision, color vision, peripheral vision, depth perception, 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 is regularly exposed to video displays and moving mechanical parts. The employee frequently works in evenings or weekends; typically, in inside environmental conditions. The employee occasionally may travel between worksites. The noise level in the work environment is usually moderate.

FLSA Status: Non-Exempt
Prepared By: Regional Government Services
Prepared Date: June 2019
Approved By:
Approved Date:

**City of San Rafael
Job Class Specification**

Job Title: Mental Health Liaison

SUMMARY

The Mental Health Liaison will, under general direction of an assigned member of the Police management team, serve as liaison between the City's street population, social service providers, law enforcement agencies, and the community at large; and will facilitate the coordination of services, clinical programming, and community problem-solving; as well as perform other duties as assigned.

This position is distinguished by the significant level of responsibility assumed, the complexity of duties, and the level of independence expected. This position may exercise clinical and functional supervision over mental health interns.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

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

- Provides clinical supervision to interns who are performing mental health assessment, counseling, and case management services;
- Provide direct crisis intervention and case management services to homeless individuals;
- Identifies emerging trends related to homelessness;
- Serves as a liaison between law enforcement agencies, school administrations, County health and human services, and other social service providers;
- Provides counseling to homeless individuals; assesses, develops and implements intervention plans; prepares and reviews case reports;
- Responds to emergency call-outs from operations personnel to provide services; identifies high risk clients and utilizes community service resources; develops and implements prevention and intervention program approaches;
- Provides support and guidance to law enforcement and other City staff concerning relevant issues; gathers and analyzes statistical data; may assist with budget development;
- Coordinates community service resources and clinical activities with those of other City departments, public agencies and non-profit organizations; prepares case reports and makes recommendations as appropriate; investigates and resolve complaints;
- Prepares and presents reports and other documents; participates on community boards; facilitates community education on current procedures and practices involving prevention and intervention strategies; serves as a resource to specialized community service functions.
- Participates in the development and implementation of goals, objectives, policies and procedures for assigned functions; coordinates the work plan for assigned programs and functions; works with assigned staff to identify and resolve problems;
- Attends and participates in professional group meetings to stay abreast of new trends and innovations in assigned areas;
- Develops and maintains working relationships with peers, subordinates, civic groups, social service agencies, the general public and other agencies; represents the Police department and City effectively.

Knowledge of:

- Current clinical methods of diagnosis and treatment;
- Principles and practices of advocacy, community oriented policing and intervention methods;
- A range of community social services;
- Principles and practices of clinical supervision;
- Appropriate techniques for safe-keeping and using confidential and sensitive information;
- Methods of case management and documentation;
- Techniques of outreach and engagement with street populations;
- Pertinent Federal, State and local laws, rules, codes, policies and procedures;
- Principles and practices of leadership and motivation.

Ability to:

- Establish effective working relationships with street populations;
- Analyze situations accurately and take appropriate action;
- Be innovative and creative in addressing community issues;
- Communicate clearly and concisely, both orally and in writing;
- Provide appropriate referrals to social service agencies;
- Interview a variety of people in often-stressful situations involving clients with diverse socio-economic backgrounds, temperaments, and mental capabilities;
- Respond appropriately in crisis situations; work in a law enforcement team/unit;
- Use standard office automation tools and data systems.
- Work effectively in a team environment; negotiate and resolve disagreements;
- Ability to work as part of a collaborative team.

EDUCATION AND EXPERIENCE REQUIREMENTS:

Equivalent to a Master's degree from an accredited college or university with major course work in social work, psychology, counseling or a closely related field AND Three (3) years of professional experience in mental health or social work, one (1) year of which should involve experience focused on homeless populations and services. Experience working with a law enforcement agency is desirable. Supervisory experience is also desirable.

CERTIFICATES, LICENSES, REGISTRATIONS:

Special Requirement: Valid CA driver's license. Possession of a Marriage Family Therapist (MFT) License, Licensed Clinical Social Worker (LCSW) credential, or equivalent California State License is required.

LANGUAGE SKILLS:

Ability to read and interpret documents such as rules, operating and maintenance instructions and procedure manuals. Ability to prepare clear and comprehensive written reports and correspondence. Ability to communicate effectively, both verbally and in writing. Bi-Lingual (Spanish) capability is desirable.

MATHEMATICAL SKILLS:

Ability to calculate figures and basic statistics such as ratios and percentages.

REASONING ABILITY:

Ability to deal with problems involving several variables in a given situations. Ability to interpret, integrate and effectively apply a variety of instructions and knowledge.

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 stand; walk; use hands to finger, handle, or feel; reach with hands and arms; and talk or hear. The employee is occasionally required to sit; climb or balance; stoop, kneel or crouch; intermittently twist to reach equipment surrounding desk; perform simple grasping and fine manipulation. The employee may regularly lift and/or move up to 25 pounds and occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus. Employee must possess sufficient hearing to hear conversations in person and on the telephone; and ability to speak in an understandable voice with sufficient volume to be heard in normal conversation and on the telephone, and in addressing groups; must possess the ability to maintain attentiveness and concentration and to respond to urgent matters and emergency situations.

WORK ENVIRONMENT:

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

While performing the duties of this job, the employee is regularly exposed to outdoor weather conditions and regularly works in inside environmental conditions. The employee may occasionally work odd and irregular hours, including nights, weekends, and holidays; and is required to travel within the community to schools, meetings, and related events. The employee is occasionally exposed to pathogens and biohazards in environments such as homeless encampments and may encounter potentially dangerous areas accompanying sworn personnel; offensive odors and occasional high noise levels may also be encountered

Successful completion of a comprehensive background prior to appointment is required.

FLSA Status: Non-Exempt
Prepared By: Regional Government Services
Prepared Date: June 2019
Approved By:
Approved Date:

Job Title: Permit Services Coordinator

SUMMARY

The primary role of the Permit Services Coordinator is to ensure an efficient and effective customer service experience. Under the direction of the Chief Building Official and/or the Planning Manager or their designee, this cross-divisional class plans, organizes, coordinates and implements the public service counter for the Planning and Building Divisions and over-the-counter permit service program/operations; provides expertise in program elements for the organization; performs a variety of professional and technical level tasks relative to assigned area of responsibility; and performs, as needed, a variety of paraprofessional to professional technical assignments in current and/or advanced planning for the Planning Division..

DISTINGUISHING CHARACTERISTICS:

This class is distinguished from the Building Technician, Building Inspector, and Planning Technician positions by performing more elevated tasks and duties assigned to these positions, which include the supervision of the acceptance, routing, and tracking of building, planning and land development applications, computer data entry and administration, data monitoring, quality control, preparation of statistical reports, and assisting and directing customers in a cohesive and holistic manner.

ESSENTIAL AND IMPORTANT DUTIES:

- Recommend and assist in the implementation of goals and objectives; establish schedules and methods for building division front counter services; implement policies and procedures.
- Plan, organizes and facilitates the daily functions and operations of the City's front counter general customer area and Permit Center.
- Evaluate operations and activities of assigned responsibilities; recommend improvements and modifications; prepare various reports on operations and activities.
- Prepare cost estimates for budget recommendations; submit justifications for fee adjustments; monitor and audit and report on permit revenues.
- Research, compile and prepare reports and documentation on program activities; analyze program and recommend corrective action, prepare periodic status reports.
- Provide assistance, direction and/or confirmation to Permit Technician and Planning Technician on building permit application review, processing, distribution and policy interpretations.
- May issue building permits; determine and collect fees.
- Ensure permit quality assurance and proper tracking and coordination of permit applications.
- Respond to a variety of customer feedback, including complaints from applicants and the general public, redirecting and assisting problematic customers that require additional staff time and assistance.
- Review building permit fees for completeness and accuracy; apply penalties or adjustments per department policy.
- Provide troubleshooting for Permit Technician and Planning Technician on awkward and unusual permit requests
- Interpret information for customers about basic construction design requirements, land-use related procedures, zoning and development standards and process information, permit costs, and other procedural issues.
- Provide information to the public regarding the General Plan, zoning, application procedures and current projects at the public counter, on the telephone or via e-mail.
- Process minor planning applications; review business licenses and building permit applications for compliance with planning and zoning regulations.
- Read and interpret blueprints, maps, planning applications, etc. while assisting professional planners and/or responding to general inquiries.
- Serve as permit tracking software administrator for technical staff to unlock files or correct and update data as needed.

- Coordinate with the Chief Building Official and code enforcement staff regarding issuing and monitoring of Notice & Orders for resale inspections and un-permitted construction; coordinate and meet with customers to explain corrections and assist in correction process in conjunction with the Senior Building Inspector.
- Oversee management and update of forms and informational handouts and maintain the Community Development Department website.
- Assist in administering the residential resale reporting and inspection program.
- Assist in records management program, including oversight of expiring permits.
- Operate blueprint, digital plotter and other office equipment.
- Prepare maps, sketches, renderings and elevations for presentations.
- Assist in the tabulation and completion of survey data and other statistical data in written and graphic form.
- Develop and maintain reports on permit timelines, activities, hours, fees, and other data which tracks statistics and performance.
- Receive and process requests for permit extensions and permit refunds with the assistance of the department administrative assistant.
- Represent function on committees, outside organizations, and at staff subcommittees as necessary; coordinate building construction related activities with other divisions and outside agencies.
- Answer questions and provide information to the public; investigate complaints and recommend corrective action as necessary to resolve complaints.
- 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.

KNOWLEDGE OF:

- Basic municipal administration including the functions and regulatory authority of municipal zoning, building and engineering departments.
- Simple accounting procedures.
- Industry related terminology and technology.
- Basic applied mathematics.
- Basic office and clerical procedures.
- Basic CEQA (State environmental review) procedures and regulations.
- Computer proficiency, including basic office software and permit tracking software.

ABILITY TO:

- Read, analyze and interpret building plans.
- Interact and communicate clearly and concisely, both orally and in writing with customers involved with building construction, particularly contractors, architects, developers, engineers and property owners
- Read maps and construction plans accurately to determine the appropriate review process and plan distribution to City departments, services and utilities
- Prepare reports and data in written and graphic form.
- Organize, track and monitor work in an efficient manner
- Elicit cooperation, mediate conflicts and engage in considerable amount of public contact in explaining the permit process, department policy, and enforcement procedures in a calm, tactful and courteous manner.
- Demonstrate a strong sense of personal ethics along with good professional judgment and discretion.
- Maintain confidentiality.
- Perform calculations quickly and accurately.

EDUCATION AND EXPERIENCE REQUIREMENTS:

Any combination of education and experience that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be: Equivalent to completion of an Associate-level degree in applied science such as construction technology, engineering, planning

or closely related field and four (4) years of increasingly responsible administrative experience in a public sector development-permitting environment.

CERTIFICATES, LICENSES AND REGISTRATIONS:

Possession of a valid CA driver's license.

Possession of a Permit Technician certificate from ICC.

Possession of other ICC certificates is desirable.

LANGUAGE SKILLS:

Ability to read and comprehend both simple and complex instructions, prepare accurate, detailed, and clear correspondence and reports. Ability to effectively present information, in a one-on-one or group situation, to customers, clients, and other employees of the organization. Ability to speak Spanish is desirable.

MATHMATICAL SKILLS:

Ability to calculate figures and amounts such as ratios, formulas, proportions, and percentages.

REASONING ABILITY:

Ability to apply common sense understanding to carry out detailed instructions and procedures. Ability to deal with problems involving a variety of variables in situations where state regulations and standardization exists.

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 the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The employee must frequently lift and/or move up to 25 pounds and occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

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 moving mechanical parts and outside weather conditions. The noise level in the work environment is usually moderate.

FLSA Status: Non-Exempt
Prepared Date: May 2, 2015
Approved By: City of San Rafael
Revised: March 1, 2019

**City of San Rafael
Job Class Specification**

Job Title: Senior Project Manager

SUMMARY

The Senior Project Manager will, under general direction of the Director of Public Works, plan, organize, and supervise activities for design and construction of projects within the City of San Rafael, focused on facility construction, modernization, maintenance, and repair. This position will act as liaison between the City, stakeholders, architects, engineers, and contractors to assure the authorized projects are accomplished in accordance with approved policies and procedures; ensures that projects stay within budget, conform to established schedules and project modifications are carried out without delay.

DISTINGUISHING CHARACTERISTICS:

This position exercises substantial initiative, independent judgement and expertise in overseeing the design and construction of City projects. This is an exempt mid-management position reporting to the Director of Public Works and has supervisory/management responsibilities.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

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

- Plans, organizes, directs and controls all parts of projects from concept through design and construction to the closeout of project contracts.
- Prepares and monitors project budgets, including support for obtaining funding.
- Coordinates work of a multi-disciplinary development team across organizational boundaries, including design architects and construction professionals.
- Controls project cost and schedule. Reviews change orders.
- Makes presentations to the City Council, public, and other stakeholders to inform them of the project progress.
- Ensures that contractors are maintaining safe work sites and that the needs of the staff at each project are being protected.
- Ensures timely closeout of projects by working with the architects, contractors, construction managers, inspectors, regulating authorities, and others to resolve punch list items and other final activities

Knowledge of:

- Technical aspects of architectural, civil, mechanical, electrical, structural and geotechnical engineering design and specifications.
- Financing, estimating and budgeting, including planning and estimating, calculating overhead, design and construction costs. General knowledge of various funding sources and restrictions.
- Regulations and regulatory agencies and commissions affecting planning, zoning, design and construction.
- Requirements of final bid packages.
- Construction management techniques and practices.

- Knowledge of move management and purchase of furniture, fixtures and equipment.
- Americans with Disabilities Act Accessibilities Guidelines (ADAAG), and California accessibility requirements that are in Title 24 of California Code of Regulations.

Ability to:

- Schedule and budget capital projects; monitor and track project progress and expenditures and implement cost controls.
- Use computer-based project management systems.
- Work effectively in a team environment; negotiate and resolve contract disputes; maintain client contractor relationships; and communicate effectively with the public, community groups, other City departments, agencies, and private contractors.
- Supervise, prepare, or participate in the design and production of final architectural contract documents for a wide variety of small construction and maintenance projects.
- Plan and organize; analyze and solve problems; make judgment on all decisions; and deal effectively with government officials.
- Strong verbal and written communication skills.
- Ability to work as part of a City-wide team.

EDUCATION AND EXPERIENCE REQUIREMENTS:

Baccalaureate degree (B.A. / B.S.), with major coursework in architecture, engineering, or project management **AND** ten years of responsible experience in design and construction of public facilities greater than \$10 million. Working understanding of, and experience in, AutoCAD computer drafting; scheduling software (Suretrak and/or P3).

CERTIFICATES, LICENSES, REGISTRATIONS:

Valid CA driver’s license required. Registration as a licensed architect or engineer in the State of California is desirable.

LANGUAGE SKILLS:

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

MATHEMATICAL SKILLS:

Ability to calculate figures and amounts such as discounts, interest, proportions, and percentages.

REASONING ABILITY:

Ability to deal with problems involving several variables in construction related situations. Ability to interpret a variety of instructions and reports furnished in written, oral, diagram, or schedule form.

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 stand; walk; use hands to finger, handle, or feel; reach with hands and arms; and talk or hear. The employee is occasionally required to sit; climb or balance; walk on uneven surfaces; stoop, kneel or crouch. The employee may regularly lift and/or move up to 25 pounds and Shelton5413occasionally lift and/or move up to

50 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

WORK ENVIRONMENT:

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

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

FLSA Status: Exempt
Prepared By: Bill Guerin, Director of Public Works
Prepared Date: February 2019
Approved By: City of San Rafael
Approved Date:

**City of San Rafael
Job Class Specification**

Job Title: Sustainability Program Manager

SUMMARY

Under general direction of the Assistant City Manager, the Sustainability Program Manager will be responsible for the development and implementation of the City's sustainability strategy which will involve all aspects of City government as well as perform other duties as assigned.

This position is distinguished by the significant level of responsibility to communicate with a wide variety of City Staff, community leaders, business executives and residents, the complexity of duties which combine technical expertise and organizational skill, and the level of independent decision-making in developing programs anticipated to achieve the City's sustainability objectives. This position exercises supervision over assigned staff.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

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

- Develop a strategy to achieve sustainability by developing staff and regional community involvement, buy-in, and active participation
- Utilize and improve the governance structure for achieving sustainability which has been developed to date
- Develop mechanisms to insure that the City's management team is fully engaged in the sustainability strategy and that their programs are fully aligned with it
- Identify and develop responses to challenges and emerging issues faced by the organization.
- Recognize internal and external communications opportunities and solutions, and define and execute appropriate strategies to support them
- Oversee implementation of all aspects of the sustainability strategy
- Serve as the City's principal spokesperson on sustainability in dealing with the media and community leaders
- Actively engage and cultivate relationships with regional, state and national leaders in the sustainability movement. Utilize their ideas and experiences to refine and improve the City's programs
- Manage the sustainability program budget of the Sustainability Office and leverage the budgets of the City's departments and other offices to achieve sustainability.
- Oversee day-to-day administrative and operational activities of the sustainability program, including staff and volunteer supervision and development

Knowledge of:

- Current sustainability issues and methods;
- Principles and practices of advocacy, community engagement and consensus-building methods;
- Principles and practices of supervision;
- Pertinent Federal, State and local laws, rules, codes, policies and procedures;
- Principles and practices of leadership and motivation.

Skill in:

- Proactively building relationships with community leaders
- Entrepreneurship, taking initiative and working independently
- Managing a variety of key initiatives concurrently
- Translating strategic thinking into actions plans and output
- Mentoring, and coaching others
- Exercising excellent judgment and creative problem-solving skills, including negotiation and conflict resolution skills

Ability to:

- Gain the credibility and respect of high-performing leadership team and elected City Council and establish effective working relationships with a range of people and organizations;
- Analyze situations accurately and take appropriate action; make decisions in a changing environment and anticipate future needs
- Operate as an effective tactical as well as strategic thinker
- Be innovative and creative in addressing community issues;
- Communicate clearly and concisely, both orally and in writing;
- Use standard office automation tools and data systems.

EDUCATION AND EXPERIENCE REQUIREMENTS:

Requires equivalent to a Bachelor's Degree in a related field and five years of professional experience related the essential duties of the job such as those listed above. Supervisory experience is also desirable.

CERTIFICATES, LICENSES, REGISTRATIONS:

Special Requirement: Valid CA driver's license.

LANGUAGE SKILLS:

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

MATHEMATICAL SKILLS:

Ability to calculate figures and basic statistics such as ratios and percentages.

REASONING ABILITY:

Ability to deal with problems involving several variables in a given situations. Ability to interpret, integrate and effectively apply a variety of instructions and knowledge.

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 stand; walk; use hands to finger, handle, or feel; reach with hands and arms; and talk or hear. The employee is occasionally required to sit; climb or balance; stoop, kneel or crouch; intermittently twist to reach equipment surrounding desk; perform simple grasping and fine manipulation. The employee may lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus. Employee must possess sufficient hearing to hear conversations in person and on the telephone; and ability to speak in an understandable voice with sufficient volume to be heard in normal conversation and on the telephone, and in addressing groups.

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 inside environmental conditions. The employee may occasionally work odd and irregular hours, including nights, weekends, and holidays; and is required to travel within the community to meetings, and events.

FLSA Status: Exempt
Prepared By: Regional Government Services
Prepared Date: June 2019
Approved By:
Approved Date:

**City of San Rafael
Job Class Specification**

Job Title: Sweeper Operator

SUMMARY

Under general supervision, operates heavy motorized street sweeping equipment to clean residential and commercial streets of trash and other accumulations. Performs related street maintenance duties as required.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Safely operates a motorized sweeper and other motorized maintenance/construction equipment on an assigned route.
- Clean streets, gutters, and reports large debris on streets and rights of way; respond to traffic accidents; clean debris and hazardous materials spills.
- Report illegally parked vehicles, hazardous conditions, road damage, damaged curbs and sidewalks, downed signage and signal malfunctions.
- Perform daily equipment inspections and preventative maintenance; make minor adjustments and repairs.
- Perform equipment repairs such as: remove and replace conveyors, rollers and bearings; drag shoes, brooms, skirts, curtains, belts, tensioners and related parts; complete parts requests; and report the need for major and minor mechanical repairs.
- Interact with the public; respond to service requests; complete and submit mileage forms, daily work report, and weekly plan.
- Performs other duties as assigned.
- Incumbent must be willing to work an irregular schedule, which may include weekends, holidays, evenings, and/or varying shifts.

KNOWLEDGE OF:

- Construction and maintenance equipment.
- City streets, California Vehicle Code, and traffic laws.
- Safe work practices; safe operation of street sweepers and heavy equipment and vehicles.
- Street sweeper/heavy equipment maintenance and repair methods and practices.

ABILITY TO:

- Operate power/hand tools, motorized equipment and vehicles.
- Detect minor mechanical defects and minor repairing.
- Thoroughly carry out oral and written instructions.
- Establish and maintain effective and cooperative working relationships with managers, supervisors, employees and the general public.
- Use initiative, discretion and judgment within established procedures, guidelines and rules.
- Define problems, establish facts and draw valid conclusions.
- Manage situations requiring diplomacy, fairness, firmness and sound judgment.
- Manage time and attention to detail.
- Provide efficient customer service.
- Communicate effectively, both verbally and in writing.
- Operate a personal computer and various software applications.

EDUCATION AND EXPERIENCE:

- High School Diploma or GED equivalent **AND**
- Two (2) years of experience operating a motorized sweeper or other heavy equipment/construction vehicles, **OR**
- An equivalent combination of training and experience.

Special Requirement:

Must possess a valid California Class "B" Commercial Driver's License with air-brake and tanker endorsement at time of appointment. The Class B license and satisfactory driving record must be maintained throughout employment.

LANGUAGE SKILLS:

Ability to read a limited number of two- and three-syllable words and to recognize similarities and differences between words and between series of numbers. Ability to print and speak simple sentences.

MATHEMATICAL SKILLS:

Ability to add and subtract two-digit numbers and to multiply and divide with 10's and 100's. Ability to perform these operations using units of American money and weight measurement, volume, and distance.

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. Moderate exposure to dust, wide temperature range, noise, vibrations, fumes, harsh chemicals, odors, pollens and grasses, grease, machinery and moving parts, sitting and driving for long periods, bending, stooping, on knees, both indoors and outdoors, and inclement weather, with occasional exposure to hazardous work conditions. Must be able to see and hear in the normal range, with or without correction, and communicate verbally and in written form with great facility and must be able to be understood. Some heavy lifting, up to 80 pounds, and other physical exertion required. Incumbent must possess the stamina to work possible long hours and possible overtime. Responds to non-duty hour emergencies.

WORK ENVIRONMENT:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is regularly exposed to moving mechanical parts and outdoors weather conditions and regularly works in evenings or weekends. The noise level in the work environment is usually loud.

Hazards: Hazards are moderate, fairly predictable and protected against.

FLSA Status: Non-Exempt
Prepared Date: May 2019
Approved By: City of San Rafael
Approved Date:

AGREEMENT BETWEEN THE CITY OF SAN RAFAEL AND THE SAN RAFAEL POLICE MID MANAGERS ASSOCIATION

Pursuant to the provisions of the Meyers-Milias-Brown Act ("MMBA"), this Agreement is entered into on [date] between the City of San Rafael ("City") and the San Rafael Police Mid Managers Association ("SRPMMA"). The City and SRPMMA have entered into a Memorandum of Understanding dated ("MOU") July 1, 2018. The City and SRPMMA have met and conferred in good faith concerning the terms and conditions of this Agreement:

3.3.2. Educational Incentive

The Educational Incentive for Police Captain and Police Lieutenant who have received their POST Management Certificate will be paid a flat dollar in the amount of \$264.50 bi-monthly, effective the first pay period following City Council approval.

Dated: 5/22/19

San Rafael Police Mid Managers Association
By: [Signature] #475

Dated: 5/22/19

City of San Rafael
By: [Signature]

Cover Page

Attachment 3. – Capital Improvement Program: FY 2019-20
through 2021-22



DEPARTMENT OF PUBLIC WORKS

3-Year Capital Improvement Program

FY 2019-20 to FY 2021-22

July 15, 2019

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Capital Improvement Program

FY 2019-20 to FY 2021-22

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The following individuals are gratefully acknowledged for their contributions to the production of this document:

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Section I. Overview

Background

The CIP is a multi-year planning tool used to identify and implement the City's capital needs over the upcoming 3-year period: FY 2019-20 through FY 2021-22. The CIP document summarizes the City's planned capital and infrastructure improvement projects, including their funding sources, and prioritizes projects after analysis and coordination with other City departments in order to ensure that all department needs are represented. 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. The CIP is intended to provide a comprehensive three-year project list for the City's known capital and infrastructure needs.

The five general categories within the CIP are as follows:

- **City-Owned Property (C):** City facilities including buildings, parking garages and lots
- **Drainage (D):** Stormwater systems including roadway drainage and the City's 12 stormwater pump stations
- **Parks (P):** Park infrastructure and facilities including playgrounds, recreation equipment, and restrooms
- **Right-of-Way (R):** Roadway improvements including construction, resurfacing, and maintenance of existing bicycle and pedestrian facilities including sidewalk and bike lanes.
- **Transportation (T):** New this year, Transportation projects are separated out from Right of Way projects. Transportation projects include traffic and signal improvements that increase traffic flow and capacity, as well as any circulation improvements that expand bicycle/pedestrian thoroughfare beyond the existing facilities in place. For example, new multi-use pathways and the expansion of existing sidewalk.

Project List Development: Projects identified for the CIP are recommended by either Department Directors, studies and reports, such as the Bicycle Pedestrian Master Plan (BPMP) or the recently completed Facility Assessment Study or may arise from direct community or Council input. Additionally, projects with specific discreet funding sources are included in the CIP.

While most Right of Way and Transportation projects are informed by General-Plan related circulation and traffic improvements and the BPMP; Parks and City Owned Property projects have historically been heavily informed by Director, the publicly appointed Parks Commission, and the Facilities Maintenance division. In FY 2018-19, to help better prioritize City Owned Property projects, Public Works contracted a specialized consultant to complete a comprehensive Facilities Assessment Study. The study reviewed eighteen City facilities including parks, recreation facilities and structure such as City Hall. This study identified deficiencies at each facility and prioritized repairs. Several of these projects are included in the upcoming 3-year CIP.

All City Owned Property and Parks projects are ranked in a process annually with the Directors that weighs life/safety, maintenance and repair costs, public and Council input, and other factors. Public Works staff internally ranks the Drainage, Right-of-Way, and Transportation projects. All available funding over the 3-year period is allocated to the respective categories, and projects that are unable to be funded at this time are still listed in the CIP project list, however as “Unfunded”.

Major new projects identified in the FY 2019-20 to FY 2021-22 CIP include:

- Francisco Blvd. East Sidewalk Widening (Active)
- Third Street Rehabilitation Project – Grand to Miracle Mile. (Active)
- Third & Hetherton Intersection Improvements (Active)
- Albert Park ADA Restroom (Identified by the Facility Assessment Study)
- B Street Community Center Repairs (Identified by the Facility Assessment Study)
- Sun Valley Park, Peacock Gap Park, Bernard Hoffman Park Play Structure Replacement
- Lincoln Avenue Curb Ramps
- Smith Ranch Road Resurfacing
- Crosswalk Improvements
- Street Resurfacing

In recent years one of the issues in executing all the projects in the CIP has been a general lack of interest from the construction industry in bidding on smaller projects. Going forward, staff intends to bundle smaller, similar projects for a better economy of scale. Additionally, some changes have been made in the approach Public Works has taken in replacement of playground equipment. Public Works has found it significantly more cost effective, but just as impactful for the community, to pursue replacing old equipment and installing new ground surface -- without undergoing a full redesign of the Park. This has allowed the Department to stretch limited financial resources further and freshen up more playgrounds in the City.

Project Funding: There are currently eleven major annual funding sources for the CIP (Measure A Parks is included below):

Fund #	Fund Name (CIP Category)	Description
205	Stormwater Fund (Drainage)	Established to fund Stormwater maintenance, programs, and improvements throughout the City—including maintenance and repair of the City’s 12 storm water pump stations. This fund receives annual revenues of approximately \$850,000 from the City’s Stormwater Activity fee (Municipal Code Chapter 9.40).
206	Gas Tax + Measure A	The Gas Tax is a revenue distributed from the state based on a percentage tax on each gallon of gas purchased in San Rafael. Gasoline tax is collected and distributed to jurisdictions by the

Capital Improvement Program

FY 2019-20 to FY 2021-22

	<i>(Right of Way, Transportation)</i>	<p>State on an annual basis and may be used for capital projects and maintenance to local streets, roads, traffic, and bicycle pedestrian facilities. In April 2017, Governor Jerry Brown signed Senate Bill 1: The Road Repair and Accountability Act to address the need for additional funding for transportation and infrastructure in California. Senate Bill 1 increased per gallon fuel excise taxes, diesel fuel sales taxes and vehicle registration fees. The effect was a doubling of Gas Tax revenues received for San Rafael, from roughly \$1.1m to \$2.2m.</p> <p>Fund #206 also collects annual Measure A Transportation Sales Tax dollar (distributed by Transportation Authority of Marin). A ½-cent sales tax approved initially by voters in 2004 and reapproved in November 2018, Measure A provides roughly \$700,000 annually to San Rafael towards local streets and road improvements.</p>
208	Childcare Fund	Projects identified in the CIP as utilizing the Childcare Fund are strictly for the facility improvements as related to the City’s childcare centers.
235	Baypoint Lagoon Assessment District	The Baypoint Lagoons Lighting and Landscape District was formed to protect and enhance wildlife habitat and water quality in Baypoint (Spinnaker) Lagoon and the adjacent diked salt marsh.
236	Loch Lomond Assessment District	The Loch Lomond (Melo-Roos) Assessment District was established in 1992 to pay for the repair and maintenance of Storm Water system infrastructure in the district’s defined area
240	Parkland Dedication	This fund was established to account for long-term developer deposits used to enhance and maintain City park infrastructure.
241	Measure A (Parks)	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. Community Services and the Parks Commission provides input each year as to which Parks projects should be prioritized to receive Measure A funding.
246	Traffic Mitigation Fee (Transportation)	Traffic Mitigation Fees are charged by to a developer in connection with the approval of a development project – in order to generate revenues for increasing street capacity to accommodate additional traffic generated by the new development. The City utilizes its Traffic Mitigation Fees for circulation identified in Exhibit 21 of Policy 6A of General Plan 2020 and similar projects that further the General Plan.

420	Measure E	Measure E was passed by the voters of San Rafael in November 2013 extending an existing 0.5% sales tax for 20 years and adding 0.25% (25 cents on a \$100 purchase). On February 3, 2014, the San Rafael City Council directed staff to set aside the revenues from the added quarter percent to begin to address our aging essential facilities, including making critical improvements to our public safety facilities in San Rafael. In July 2015 the City Council approved a strategic plan for essential public safety facilities in San Rafael. The plan recommends seven projects including a new public safety center across from City Hall that will house both the police and fire departments. In addition, the plan recommends upgrades to the other fire stations for seismic safety and operational improvements.
501	Parking Services	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.
603	Building Maintenance <i>(City Owned Property, Parks)</i>	The Building Maintenance Fund supports capital projects associated with the City’s buildings, parks and other facilities. The Building Fund is an internal revenue fund, which means General Fund monies are the sole source of revenue for the fund. Historically, \$500,000 in General Fund monies has been contributed annually to the Building Fund.
	Grants (various)	The Department has and will continue to aggressively seek grant funding for major capital projects. Grant funding is most available from local, State, and Federal agencies for transportation projects, especially after the recent passage of Senate Bill 1. Emergency grants (such as Hazard Mitigation funds) is also made available after large natural disasters such as the North Bay Fires. There are grants that exist for City facilities and parks, but San Rafael is often less competitive for these grants compared to other similar sized cities in the Bay Area due to the demographic and socioeconomic make-up of the City. It is important to note that often with small projects (>~\$75,000), seeking grants is not always cost beneficial. There can be significant paperwork, administrative time, and environmental review required with grant funding (especially federal). For small projects, the cost of administration and additional review processes required for grant applications may not be worth the funding received.
	Unfunded	Projects listed as Unfunded in the CIP are ones where City funding sources (e.g. Building Fund, Stormwater Fund) cannot cover them, and grant funding has not been identified or secured. These projects will be the City’s priority in securing funding in the coming year.

As has been noted in prior year CIPs, the long-term capital and infrastructure improvement needs for City-owned property, parks, and drainage far exceed the available revenues each year. Therefore, a considerable number of projects are identified as real capital and

Capital Improvement Program

FY 2019-20 to FY 2021-22

infrastructure needs (and maintained on the CIP project list) but are categorized as “Unfunded”.

On occasion, staff has recommended a one-time transfer of funds, where allowable, to assist in funding high-priority and high-need projects. For example, after the 2017 storms, several stormwater pump stations were in need of serious repair, and the annual \$850,000 revenues could not support the infrastructure and pump repair projects needed. Therefore, in the FY 2017-18 CIP, staff recommended that the \$500,000 annual General Fund contribution to the Building Fund instead be allocated towards the Stormwater Fund on a one-time basis.

In preparing the current year CIP, staff is once again recommending a one-time transfer of funds to support high-priority and high-need projects. City-owned property and parks’ immediate project needs have continued to exceed the \$500,000 in funding available each year from the annual transfer from General Fund to the Building Maintenance Fund (#603). Unfunded projects listed in the 3-year CIP in the City-Owned Property and Parks categories total nearly \$7.9 million.

Therefore, in the short term, staff is recommending an additional \$800,000 over two years transferred from the General Fund to the Building Maintenance Fund to support City-Owned Property and Parks projects. This \$800,000 will come in the form of an increase in the annual transfer from Gas Tax to the General Fund to support a fraction of the Public Works salaries and benefits related to streets and roads maintenance (estimated at \$2million/year). The historical annual amount transferred from the Gas Tax to the General Fund to support salaries is \$400,000. Staff is recommending increasing this transfer to \$800,000 per year for the current FY 2018-19 and the upcoming FY 2019-20 (a net increase of \$400,000 each year, or \$800,000 total). Subsequently, the General Fund transfer to the Building Maintenance Fund (to support City-owned property and Parks projects) will then be increased by \$800,000 total over the two years. The effect will be net neutral to the General Fund over the two-year period: 1) An additional \$800,000 transferred from Gas Tax to General Fund and 2) An additional \$800,000 transferred from the General Fund to the Building Maintenance Fund. The result will be an additional infusion of \$800,000 to support City-owned property and parks projects in the upcoming 3-year CIP.

The department is actively seeking better long-term funding strategies for these projects, including:

- Pursuing bond financing for major capital projects, such as San Quentin Pump Station
- More aggressive pursuance of grant funding for non-right of way capital projects
- Pursuance of ballot measure to raise current per-parcel stormwater assessment
- Exploring alternative funding mechanisms, such as assessment districts or public private partnerships (Community Services has taken a lead on this for some of the rental facilities).

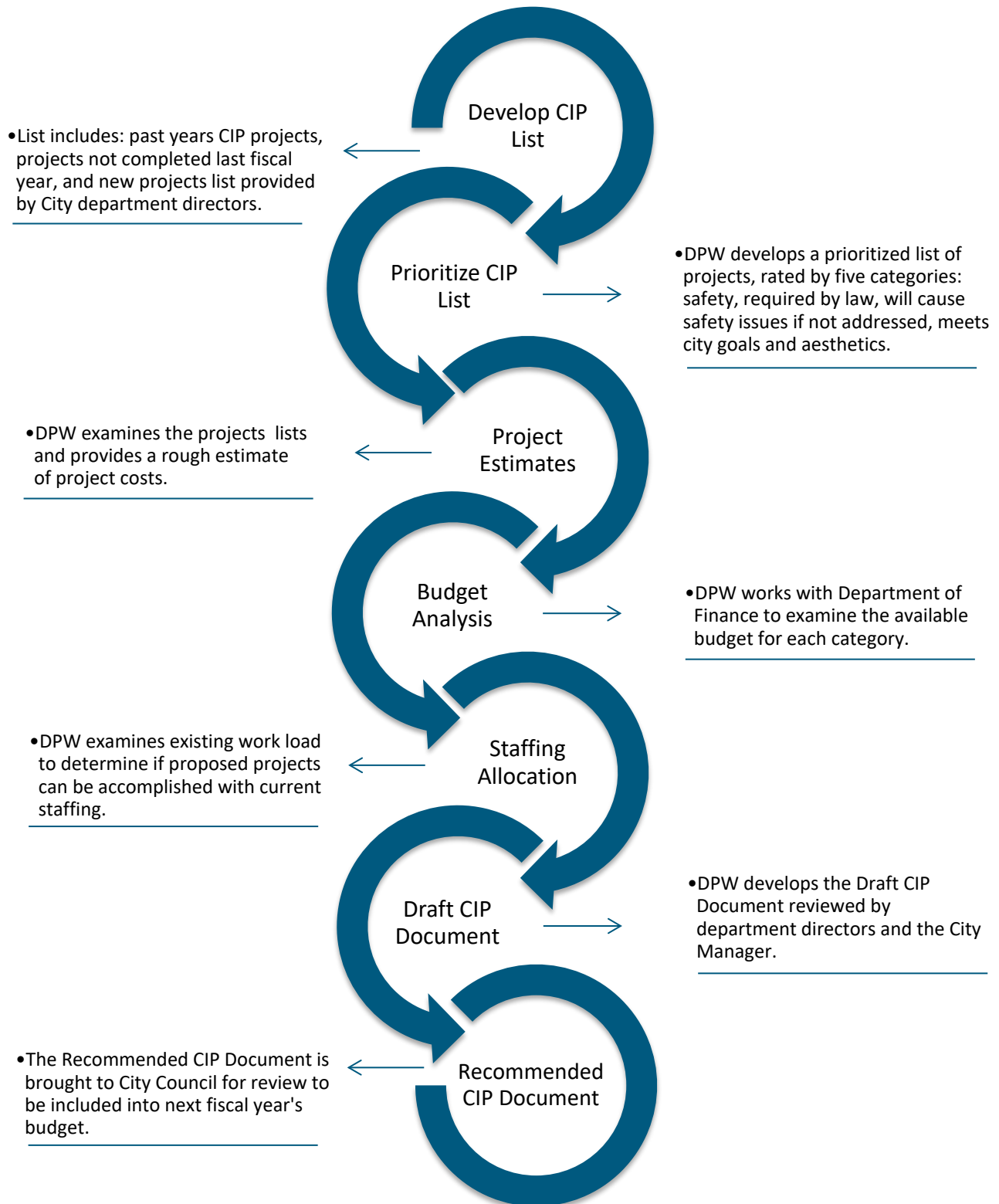
CIP Prior-Year Completed Projects: As a part of the annual CIP, the Department also recaps major projects completed in the prior fiscal year. While staffing challenges and large-scale projects, such as the Sonoma-Marín Area Rail Transit (SMART) and the Essential Facilities program, have impacted the Department's project management capacity, the department *completed* several major projects during this last year, including the following:

- Essential Facilities: Fire Station 52
- Albert Park play area improvements
- Grand Avenue Pedestrian Bridge
- 2017 storm landslide repairs (80 Upper Toyon, 70 Irwin, and 21 San Pablo)
- City Hall switchgear
- D Street and Via Sessi storm drain improvements
- Bret Hart restroom
- Bicycle and Pedestrian Master Plan 2018
- East San Rafael parking signage and stall markings
- Uncontrolled crosswalk ranking study

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

- Essential Facilities: Fire Station 57
- Essential Facilities: Public Safety Center
- Sea level rise vulnerability study
- San Quentin pump station reconstruction (design)
- Pickleweed Park Playground Improvements
- Shoreline Park restroom
- Street resurfacing FY 2018-19
- NB 101 offramp-second right turn lane (design)
- Second and Third Street queue cutters

Section II. CIP Process



Section III. FY 2018-19 Completed Projects

Albert Park Play Area Improvements

In May 2016, the B Team group was formed by parents and business owners in the Gerstle Neighborhood who express common concerns for security at Albert Park. The Parks and Recreation Commission met with the B Team in July 2017 and agreed to form a partnership for community outreach, design, and fundraising for the project. Construction kicked off during the summer of 2018 and was completed with a celebratory ribbon cutting ceremony in April 2018.



2017 Storm Repairs

During the 2016-17 winter season, heavy storms and rainfall contributed to several slides around the City. Three areas were affected including, Upper Toyon, San Pablo Avenue, and Irwin Street. As part of the National Disaster declared in January 2018, we coordinated with FEMA for funding efforts to support the repairs of these projects. Repairs included:

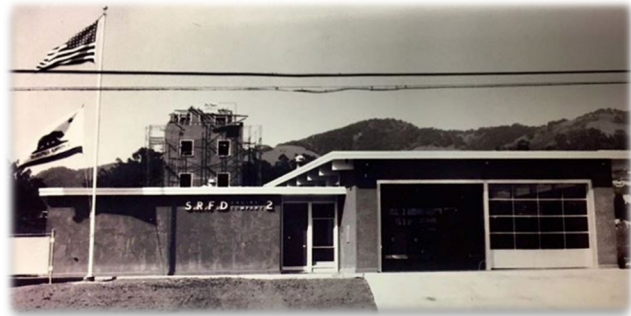
- Installing retaining walls on hillsides with drainage system.
- Reconstruct hillsides with proper compaction and slope.
- Install permanent erosion control to prevent future movement on hillside.



Essential Facilities: Fire Station 52

The original station 52 had been in service since 1957. It was torn down in February 2017, and Alten Construction Inc. of Richmond began working on the renovation project a month later. Firefighters moved two blocks to temporary space at 519 Fourth St. during construction. The Essential Facilities project is financed by the Measure E tax passed by voters in 2013.

The new stations include: three drive-through apparatus bays, apparatus support spaces, a public lobby, restrooms, private sleeping quarters, offices, a kitchen, dining room, a laundry room, staff parking and mechanical, electrical, and communications rooms. The adjacent building offers a four-story training tower and a 1,297 square foot, 24-person, training classroom.



Grand Avenue Pedestrian Bridge

Construction began in late 2018 to make space for the installation of a 12-foot-wide bicycle/pedestrian bridge immediately east of the existing vehicular bridge along Grand Avenue over the San Rafael Canal waterway.



This new bridge links to the widened sidewalk at the intersection of Second Street and Grand Avenue. Furthermore, it will connect to the future widened sidewalk along Francisco Boulevard East, planned for construction in 2020. These three projects will provide a seamless bicycle/pedestrian facility from Downtown to the Canal Neighborhood that will greatly improve safety and connectivity in East San Rafael.

Other Completed Projects

- **City Hall Switchgear Replacement**
 - Replace electrical service
 - Install electric charging stations
- **PG&E Energy Upgrades**
 - Replace over 2700 high pressure sodium streetlights with LED
 - Savings of \$130,000 in energy costs annually
 - This project will save 1,012,110 kilowatt hours of electricity per year: the equivalent of taking 150 cars off the road each year
- **D Street and Via Sessi Storm Drain Improvements**
 - Project included the installation of 300 feet of new storm drainage and six new manholes
 - This enhanced storm drain system will receive connections coming from the new Fire Station 52 at 210 3rd Street
- **Los Gamos and Oleander Drainage Study**
 - Preliminary feasibility study was conducted to determine
 - Study confirmed sloping of the roadways and obstructed avenues for traveling water
 - Proposed alternatives include
 - Tie current system into the existing, nearby and larger drainage channel
 - Dig up roadway and install new drainage system
- **Stormwater Operations and Maintenance (annual project)**
 - Maintenance of the City's 12 pump stations
 - This year, a new pump was installed at the Francisco Boulevard East pump station. The project was completed in one day and will serve San Rafael for the next 20 years!
- **Pump Station Communication Upgrades**
 - New electronic float and communications systems were installed throughout the City's 12 pump stations.
 - These new systems allow for remote control access to the pump stations to control pump output, eliminating the need to send personnel to a specific site.
- **Bret Harte Restroom**
 - A newly prefabricated restroom facility was installed at Bret Harte Park and included the installation of a new sewer line
- **Bicycle and Pedestrian Master Plan (BPMP) 2018**
 - The updated 2018 BPMP intended to gather public input to help identify and guide investments in pedestrian and bicycle facilities over the next 5 to 10 years
 - The Bicycle and Pedestrian Master Plan (BPMP) was approved by City Council on July 16, 2018

Capital Improvement Program

FY 2019-20 to FY 2021-22

- East San Rafael Parking Signage and Stall Markings
 - Following a study conducted in 2017, the recommended short-term strategy was implemented, which included time-limited parking throughout East San Rafael
 - Nearly 1,000 new parking signs were installed to complete this project
- Uncontrolled Crosswalk Rankings
 - Uncontrolled crosswalks, crosswalks where motorists do not have to stop for a stop sign or a traffic signal, were evaluated throughout the City to determine cost estimates for safety improvements.

Section IV: Active Projects

Active Projects: Project Descriptions and Budget Detail

CITY OWNED PROPERTY

C.A — B Street Community Center Safety System Upgrade - Stage Area

Total Cost Estimate \$103,978

Project Description and Background

This project includes reviewing, designing, and constructing electrical upgrades to the electrical system at the B Street Community Center. Improvements, including outfitting, will make the entire stage area more fire safe.



B Street Community Center Stage Area

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning	\$2,755			
Design	\$41,223			
Construction	\$60,000			

C.A — Essential Facilities: Fire Station 57

Total Cost Estimate \$12,181,600

Project Description and Background

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



Rendering of Fire Station 57

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design	\$2,462,135			
Construction	\$9,719,465			

Capital Improvement Program

FY 2019-20 to FY 2021-22

C.A — Essential Facilities: Public Safety Center

Total Cost Estimate \$46,617,266

Project Description and Background

The new 44,000-square-foot Public Safety Center, located across from City Hall, is currently an active construction project. The center will be replacing Fire Station 51 (Downtown Fire Station) and make room for fire, police, and emergency services. The project includes a subterranean garage, public plaza and associated site, and landscaping improvements.



Rendering of Public Safety Center

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning	\$842,000			
Design	\$9,987,266			
Construction	\$35,788,000			

DRAINAGE

D.A — Cayes Pump Station Control System

Total Cost Estimate \$130,415

Project Description and Background

The Cayes Pump Station was originally constructed in the 1960s. The existing pump station is operated manually and has no telemetry or automation. This project includes updating the existing pump controls, so the systems can be operated remotely. Pump station improvements are expected to include radio equipment for connection to the City’s existing SCADA system, remote monitoring and control equipment, and a new control system to house the equipment.



Cayes Pump Station Control System to be updated

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning	\$10,415			
Design				
Construction	\$120,000			

D.A — Los Gamos & Oleander Drainage Improvements (Design)

Total Cost Estimate \$38,380

Project Description and Background

This project includes a preliminary feasibility study which will 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 pump station or drainage system improvements.



Los Gamos and Oleander Drive Intersection

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning	\$12,800			
Design	\$25,580			
Construction				

Capital Improvement Program

FY 2019-20 to FY 2021-22

D.A — San Quentin Pump Station Reconstruction (Design)

Total Cost Estimate \$374,017

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 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

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design		\$374,017		
Construction				

D.A — Sea Level Vulnerability Study

Total Cost Estimate \$82,118

Project Description and Background

This project includes identifying low lying areas along the canal and waterfront to anticipate where improvements are needed for sea level rise.



East San Rafael Aerial

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning		\$9,318		
Design		\$72,800		
Construction				

PARKS

P.A — Pickleweed Park Playground Improvements

Total Cost Estimate \$317,421

Project Description and Background

The Pickleweed Park Playground Improvements project included the removal of the existing play equipment and installation of new play structures, slides, swings, and other assorted play features at the park. The overall size of the area where the equipment is to be does not change from the existing footprint. This project is supported by the federal Community Block Grant (CDBG) program. It provides significant improvements to the local park which is heavily utilized by the Canal, Bahia, and Spinnaker & Baypoint neighborhoods. The City sought input from the community on the style and type of play structure equipment to be installed at this site.



Playground Structure at Pickleweed Park

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning	\$5,655			
Design				
Construction	\$238,866	\$72,900		

P.A — Shoreline Park Restroom

Total Cost Estimate \$93,918

Project Description and Background

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



Current closed bathroom at Shoreline Park

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning	\$14,417			
Design	\$9,501			
Construction	\$70,000			

Capital Improvement Program
 FY 2019-20 to FY 2021-22

RIGHT-OF-WAY

R.A — Lincoln Avenue Bridge Repair (Design)

Total Cost Estimate \$110,000

Project Description and Background

Recent Caltrans reviews of our bridges noted that the substructure, which supports the Lincoln Avenue Bridge, is deteriorated and needs repair.



Detoriated substructure

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design		\$110,000		
Construction				

R.A — Lincoln Avenue Curb Ramps (Design)

Total Cost Estimate \$120,550

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 the San Rafael Sanitation District.



Lincoln Avenue from Highway 101 Southbound off-ramp

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design		\$120,550		
Construction				

R.A — Street Resurfacing FY 2018-19

Total Cost Estimate \$2,948,349

Project Description and Background

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



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$2,948,349		

Capital Improvement Program

FY 2019-20 to FY 2021-22

TRANSPORTATION

T.A — Merrydale Pathway – North Connector (Design)

Total Cost Estimate \$181,244

Project Description and Background

This 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 of the roadway. Funding for the construction of this pathway has not been identified at this time.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design		\$181,244		
Construction				

T.A – Northbound 101 Offramp - Second Right Turn Lane (Design)

Total Cost Estimate \$121,500

Project Description and Background

This project includes the installation of a second right-turn lane from the Northbound Central San Rafael offramp onto Second Street. Caltrans will be installing this new turn pocket with their bridge replacement project scheduled to start in the fall of 2019.



Right-turn lane from Northbound 101 to Second Street

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design		\$121,500		
Construction				

T.A — Second and Third Street Signalization Improvements

Total Cost Estimate \$528,315

Project Description and Background

This project includes installing new signal systems just before the new rail crossings of Second and Third Street. The construction will be performed in conjunction with SMART’s work on the rail system and is intended to keep vehicles off the rail tracks at all times. Work should be completed prior to rail testing and revenue service for the train.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design	\$148,315			
Construction	\$380,000			

Section V: New Projects

New Projects: Project Descriptions and Budget Detail

CITY-OWNED PROPERTY

C.01 — Essential Fire Station 54 & 55 Remodel

Total Cost Estimate \$7,399,116

Project Description and Background

Remodel the existing fire station – built in 1964 – to meet current state and local codes for the safety of the fire fighters and the residents they serve. This is part of Phase II of the strategic plan approved in July 2015 for essential public safety facilities in San Rafael, funded by Measure E.

This includes a seismic retrofit, remodel, and minor expansion. This is part of Phase II of the strategic plan approved in July 2015 for essential public safety facilities in San Rafael, funded by Measure E.



Front of Fire Station 54



Fire Station 55

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design	\$26,116	\$655,226		
Construction			\$6,717,774	

C.02 — Childcare Portable Building Replacement (Silveria, Dixie, and Pickleweed)

Total Cost Estimate \$1,253,425

Project Description and Background

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



Portable building to be replaced at Dixie

Project Costs and Timeline

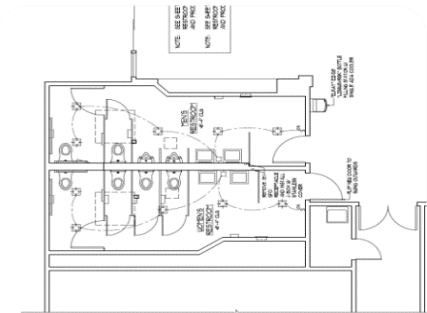
	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design	\$3,425	\$120,000		
Construction		\$880,000	\$250,000	

C.03 — B Street Community Center Restroom Remodel

Total Cost Estimate \$95,385

Project Description and Background

This project includes the replacement of the interior restroom at B Street which has significant wall deterioration. The B Street Community Center is the City's oldest community center; therefore, it requires several facility improvements.



B Street Restroom Plan

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design	\$10,385			
Construction		\$85,000		

C.04 — Albert Park Ball Field ADA Restrooms

Total Cost Estimate \$80,000

Project Description and Background

The restrooms that serve the Albert Park Ball Field are not currently accessible by persons with disabilities. This has resulted in the seasonal rental of disability-accessible portable restrooms. This project would retrofit the current restrooms to accommodate full access.



Current conditions of Albert Park Ball Field restrooms

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$80,000		

C.05 — Albert Park Baseball Stadium – ADA Lift

Total Cost Estimate \$50,000

Project Description and Background

This project includes the installation of an automated lift for disabled patrons to access the Ball Fields bleacher area.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$50,000		

C.06 — City Hall Server Room Upgrade

Total Cost Estimate \$30,000

Project Description and Background

This project includes improving the server room cooling systems and re-organizing the systems within the area to be away from any walls that tend to collect condensation and moisture.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$30,000		

C.07 — City Hall Accessibility and Security Improvements

Total Cost Estimate \$69,150

Project Description and Background

This project includes improvements to the entrances of City Hall, such as, providing more lighting, accessibility, and improving ADA compliance. The project also includes security upgrades to the Council Chambers.



Front Entrance of City Hall

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning	\$6,650			
Design	\$2,500			
Construction		\$60,000		

Capital Improvement Program

FY 2019-20 to FY 2021-22

C.08 — B Street Community Center – Miscellaneous Repair

Total Cost Estimate \$70,000

Project Description and Background

The Facility Assessment Study, which was completed in 2018, identified deficiencies within several City facilities. This project is based off the recommendations in the study, and includes repairing and waterproofing the roof soffit, removing the stains on the brick areas, repairing the metal coping, repairing the ceiling tiles, and minor electrical repairs.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$70,000		

C.09 — Terra Linda Community Center HVAC Replacement

Total Cost Estimate \$150,000

Project Description and Background

This project includes the design and construction of replacing the existing heating, ventilation, and air conditioning units in the Terra Linda Community Center.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction			\$150,000	

C.10 — Microwave Network for Public Safety Center

Total Cost Estimate \$80,000

Project Description and Background

This project includes improving the communication system between the new Public Safety Center and the City's relay towers at Dollar Hill.



Example of Microwave System

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				\$7,000
Construction				\$73,000

C.11 — Albert J. Boro Community Center – Miscellaneous Repair

Total Cost Estimate \$140,000

Project Description and Background

This project includes miscellaneous repairs to the facility including trim repair, exterior molding repair, and tile modifications.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction				\$140,000

C.12 — Public Works Corp Yard – Miscellaneous Repair

Total Cost Estimate \$30,000

Project Description and Background

This project includes miscellaneous repairs to the facility including replacing stucco panels and replacing partial roofing.



Department of Public Works Offices

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction				\$30,000

C.13 — Fifth Street and C Street Parking Garage Improvements

Total Cost Estimate \$318,730

Project Description and Background

This project includes seismic upgrades and repairs to the parking facility at Fifth Street and C Street, based on the original study.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning	\$8,730			
Design	\$65,000			
Construction			\$245,000	

C.14 — Conversion of City Hall Police Station after PSC

Total Cost Estimate \$400,000

Project Description and Background

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



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$400,000		

C.15 — Fifth and Garden Parking Lot Resurfacing

Total Cost Estimate \$85,000

Project Description and Background

This project includes resurfacing an existing City parking lot located at Fifth and Garden.



Fifth and Garden parking lot from Fifth Street

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design		\$15,000		
Construction		\$70,000		

C.16 — Third and Lootens Parking Structure Repairs

Total Cost Estimate \$575,000

Project Description and Background

This project includes implementing structural repairs and improvements identified in the Parking Structure Evaluation, which was completed in 2016. Potential redevelopment of the site could modify the repair plan.



Third and Lootens Parking Structure

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design			\$50,000	
Construction			\$525,000	

C.17 — Third and A Street Parking Structure Repairs

Total Cost Estimate \$500,000

Project Description and Background

This project includes implementing structural repairs and improvements identified in the Parking Structure Evaluation, which was completed in 2016.



Third and A Parking

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design			\$30,000	
Construction			\$470,000	

C.18 — Third and C Street Parking Structure Repairs

Total Cost Estimate \$145,000

Project Description and Background

This project includes implementing structural repairs and improvements identified in the Parking Structure Evaluation, which was completed in 2016.



Third and C Parking Structure

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design			\$10,000	
Construction			\$135,000	

Capital Improvement Program
 FY 2019-20 to FY 2021-22

DRAINAGE

D.01 – D.03 — Stormwater System Pump and CMP Replacement, System Upgrades FY 2019-20, 2020-21, & 2021-22

Total Cost Estimate \$705,300/year

Project Description and Background

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



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$705,300	\$705,300	\$705,300

D.04 — First and D Street Drainage Improvements

Total Cost Estimate \$300,000

Project Description and Background

This project includes replacing deteriorated and corrugated metal pipes.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction			\$300,000	

PARKS

P.01 — Gerstle Park Restroom Repair

Total Cost Estimate \$30,000

Project Description and Background

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



Gerstle Park Restroom

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$30,000		

P.02 — Gerstle Park Playground Structure

Total Cost Estimate \$225,000

Project Description and Background

This project includes replacing the existing play structure with a new play system at this park. The overall footprint of the play areas is not modified.



Play Structure at Gerstle Park

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction			\$225,000	

P.03 — Sun Valley Park Playground Structure

Total Cost Estimate \$225,000

Project Description and Background

This project includes replacing the existing play structure with a new play system at this park. The overall footprint of the play areas is not modified.



Current playground structure at Sun Valley Park

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$225,000		

P.04 — Peacock Gap Playground Structure

Total Cost Estimate \$250,000

Project Description and Background

This project includes replacing the existing play structure with a new play system at this park. The overall footprint of the play areas is not modified.



Current playground structure at Peacock Park

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$250,000		

P.05 — Bernard Hoffman Playground Upgrade

Total Cost Estimate \$250,000

Project Description and Background

This project includes replacing the existing play structure with a new play system at this park. The overall footprint of the play areas is not modified.



Current playground structure at Bernard Hoffman

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$250,000		

P.06 — Pickleweed Park Field Synthetic Field Conversion (Design)

Total Cost Estimate \$20,000

Project Description and Background

This project includes contracting for the design of replacing the existing turf area at Pickleweed Park with a synthetic field.



Current field at Pickleweed Park

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design		\$20,000		
Construction				

P.07 — Gerstle Park, Peacock Gap, and Santa Margarita Tennis Court Resurfacing

Total Cost Estimate \$120,000

Project Description and Background

This project includes repairing and resurfacing the existing tennis courts at the noted parks.



Santa Margarita Tennis Court

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction				\$120,000

P.08 — Terra Linda Community Center Basketball Court Repaving and Shade Structure

Total Cost Estimate \$150,000

Project Description and Background

This project includes repairing or possibly replacing the existing concrete basketball area with another material that is less susceptible to damage.



Terra Linda Community Center Basketball Court

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction				\$150,000

RIGHT-OF-WAY

R.01 – R.03 — Street Resurfacing FY 2019-20, 2020-21, 2021-22

Total Cost Estimate \$2,600,000/year

Project Description and Background

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



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$2,250,000	\$2,600,000	\$2,600,000

R.04 — Smith Ranch Road Resurfacing

Total Cost Estimate \$1,633,769

Project Description and Background

This project includes resurfacing Smith Ranch Road under Highway 101.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction	\$133,769	\$1,500,000		

Capital Improvement Program
 FY 2019-20 to FY 2021-22

R.05 — Andersen Drive Microseal

Total Cost Estimate \$200,000

Project Description and Background

This project includes placing a microseal wearing course on Andersen Drive from Jacoby South. Curb ramps at certain areas may be required.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$200,000		

R.06 — Southern Heights Bridge Replacement

Total Cost Estimate \$4,562,247

Project Description and Background

The Southern Heights Bridge is a one lane multi-span stringer structure with a timber deck supported on timber bents with concrete pedestal footings and reinforced concrete wall abutments that was constructed in 1981. The Southern Heights Bridge was inspected in 2011 by Caltrans Structure Maintenance and Investigations Based on the Caltrans recommendations, the bridge is eligible for replacement at Caltrans' expense. The City has nearly completed the design and plans to do construction next year. In December 2017, a Caltrans inspector ordered the immediate closure of the existing bridge due to safety concerns.



Beginning of the bridge from Meyer Road

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design	\$561,724			
Construction	\$523	\$4,000,000		

R.07 – R.09 — Sidewalk Repair Program FY 2019-20, 2020-21, 2021-22

Total Cost Estimate \$350,000/year

Project Description and Background

The Sidewalk Repair Program was established to share the financial burden associated with sidewalk maintenance between the City and property owners and streamlines and consolidates sidewalk repairs throughout the City. More information is at www.cityofsanrafael.org/sidewalks.



Bayview St. repaired by constructing the sidewalk around the tree

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$350,000	\$350,000	\$350,000

R.10 — Southern Heights at Courtright Road Repair

Total Cost Estimate \$400,000

Project Description and Background

This project includes the installation of a downhill retaining wall system to support the roadway which is currently sloughing.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$400,000		

Capital Improvement Program
 FY 2019-20 to FY 2021-22

R.11 — Francisco Boulevard East Road Resurfacing

Total Cost Estimate \$980,000

Project Description and Background

This project includes resurfacing Francisco Blvd East from Andersen Drive to the Highway 101 onramp.



Francisco Boulevard East

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design			\$60,000	
Construction			\$920,000	

R.12 — Lincoln Avenue Curb Ramps (Construction)

Total Cost Estimate \$1,500,000

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.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$1,500,000		

R.13 — 76 D Street Hillside Revetment

Total Cost Estimate \$75,000

Project Description and Background

Excavate vertical slopes and create a flat bench for material to collect in future storm events.



76 D Street Hillside Damage

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design		\$7,000		
Construction		\$68,000		

R.14 — Antonette and D Street Improvements

Total Cost Estimate \$75,000

Project Description and Background

This project includes modifications related to adjacent city drainage features and the curb ramp at the corner of Antonette and D Street.



201 D Street Crosswalk

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				\$7,000
Construction				\$68,000

R.15 — Fifth and D Resurfacing – Public Safety Center

Total Cost Estimate \$200,000

Project Description and Background

This project includes resurfacing Fifth Street between C and D Street after the Public Safety Center.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$200,000		

R.16 — First Street at Mahon Creek Wall Repair

Total Cost Estimate \$215,443

Project Description and Background

This project includes the repair of the creek bank on First Street.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design		\$15,443		
Construction		\$200,000		

R.17 — Schoen Park Modifications

Total Cost Estimate \$500,000

Project Description and Background

New playground amenities have been added to the adjacent Pickleweed Park, replacing the existing features. The next phase of the project includes the installation of angled parking along Canal Boulevard East of the Albert J. Boro Center.



Schoen Park

Project Costs and Timeline

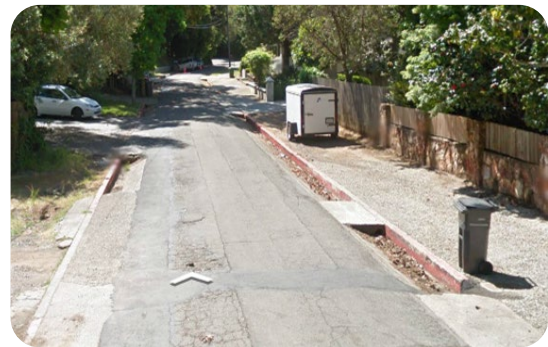
	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$500,000		

R.18 — Bungalow Avenue Reconstruction

Total Cost Estimate \$840,000

Project Description and Background

This project includes resurfacing Bungalow Avenue, which is an older street. The work includes, but is not limited to, lowering the roadway crown, potentially lowering utilities, replacing a drainage system, and modifications to driveway approaches.



Bungalow Ave

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction	\$640,000	\$100,000	\$100,000	

TRANSPORTATION

T.01 – T.03 — Crosswalk Improvements Citywide FY 2019-20, 2020-21, 2021-22

Total Cost Estimate \$100,000/year

Project Description and Background

The City of San Rafael has many mid-block roadway crosswalks. This project includes some systematic improvements to the City’s mid-block crosswalks based on a priority developed through a crosswalk study in 2018. Improvements may include, but are not limited to, signage and striping upgrades, rectangular rapid flashing beacons, overhead flashing beacons, speed signs, and red curb modifications.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$100,000	\$100,000	\$100,000

T.04 — Innovative Deployment of Enhanced Arterials (IDEA)

Total Cost Estimate \$999,154

Project Description and Background

This project will deploy Automated Traffic Signal Performance Measures (ATSPM) to 54 signals in Central San Rafael. This system will allow the City to gather real-time traffic data for analysis. The City will be able to re-time traffic signals in Central San Rafael based on observed patterns from collected data to improve travel time, congestion, safety, and air quality. This project may take up to 3 years to implement and is necessary prior to the implementation of the Central San Rafael Adaptive Traffic Signal Control System project.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design	\$255,499			
Construction		\$743,655		

T.05 — Third Street and Hetherton Intersection Improvements

Total Cost Estimate \$836,094

Project Description and Background

This project includes both vehicular travel and pedestrian safety improvements at the intersection of Third and Hetherton Street.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning	\$94,035			
Design	\$72,059			
Construction		\$670,000		

T.06 — Francisco Boulevard East Sidewalk Widening

Total Cost Estimate \$7,292,820

Project Description and Background

The existing sidewalk along Francisco Boulevard East is utilized daily by pedestrians and bicyclists that must navigate the congestion of fire hydrants and power poles. This project will install an 8-foot-wide sidewalk/bike pathway on Francisco Boulevard East between Vivian Street and the Grand Avenue Bridge, thus, providing more room for pedestrians and bicyclists. The project also includes new roadway safety lighting (LED), landscaping, and drainage improvement.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design	\$460,820			
Construction		\$6,832,000		

Capital Improvement Program
FY 2019-20 to FY 2021-22

T.07 — Third Street Improvements – Lindero to Miracle Mile

Total Cost Estimate \$11,752,230

Project Description and Background

The City received major allocation from the Transportation Authority of Marin through the Measure A program to rehabilitate Third Street from Grand Avenue to Miracle Mile. Currently, ideas for improvements are being discussed with stakeholders. The intent of the improvements is to provide congestion relief and safety improvements along Third Street.



Aerial view of Third St

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design	\$552,230			
Construction		\$11,200,000		

T.08 — Freitas and Highway 101 Offramp Improvements

Total Cost Estimate \$1,285,000

Project Description and Background

The project entails improving several deficiencies at the intersection which are affecting the safety record. The improvements will include signal-head visibility improvements, detection, striping, equipment upgrades, and communications upgrades.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning		\$35,000		
Design		\$50,000		
Construction			\$1,200,000	

T.09 — Third Street Intersection Improvements: Grand to Lindaro

Total Cost Estimate \$3,900,000

Project Description and Background

This project focuses on improving the intersection by improving ADA modifications, signal head visibility, sidewalks, and pavement rehabilitation. A major aspect of this project is to install a critical signal communication conduit, thus, improving the downtown fiber connectivity overall. Additionally, this project is partially funded by the Highway Safety Improvement Fund.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$100,000	\$3,800,000	

T.10 — Second Street Intersection Improvements

Total Cost Estimate \$2,100,000

Project Description and Background

This project is to rehabilitate the pavement and upgrade signal equipment including ADA ramps and signal hardware and communication.



Second St and Lindaro Intersection

Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design			\$100,000	
Construction				\$2,000,000

T.11 — Fifth Street Signal System Improvements: Court to E Streets

Total Cost Estimate \$200,000

Project Description and Background

This project includes updating obsolete signal cabinets including: detection, lighting, and ADA modifications.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction			\$200,000	

T.12 — Fourth Street Signal System Improvements: B Street to Cias

Total Cost Estimate \$1,000,000

Project Description and Background

This project entails updating obsolete signal cabinets including: detection, lighting, and ADA modifications.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction			\$1,000,000	

T.13 — North San Rafael Traffic Signal Connections

Total Cost Estimate \$300,000

Project Description and Background

The project includes using the SMART corridor fiber to link all traffic signals on the north end of San Rafael to the traffic signal master. This will enable staff to monitor all traffic signals in the city through one system.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction			\$300,000	

T.14 – T.16 — Bicycle and Pedestrian Master Plan Implementation FY 2019-20, 2020-21, 2021-22

Total Cost Estimate \$100,000/year

Project Description and Background

With many identified pedestrian and bicycle improvements in the master plan, this project will advance preliminary engineering to prepare projects for potential outside funding and further programming into the capital improvement program. This project may include signing and striping modifications, either separately or in conjunction with other improvement projects.



Project Costs and Timeline

	Prior Year Funding	FY 2019-20	FY 2020-21	FY 2021-22
Planning				
Design				
Construction		\$100,000	\$100,000	\$100,000

Active Projects

All project funding is in "Prior Year Funding"

				Total			Prior Year Funding			FY 2019-20 Total			FY 2020-21			FY 2021-22		
				Planning	Design	Construction	Planning	Design	Construction	Planning	Design	Construction	Planning	Design	Construction	Planning	Design	Construction
City Owned Property	C.A	B Street Community Center Safety System Update - Stage Area	603	Building Maintenance	\$2,755	\$41,223	\$60,000	\$2,755	\$41,223	\$60,000								
	C.A	Essential Facilities: Fire Station 57	420	Measure E		\$2,462,135	\$9,719,465		\$2,462,135	\$9,719,465								
	C.A	Essential Facilities: Public Safety Center	420	Measure E	\$842,000	\$9,987,266	\$35,788,000	\$842,000	\$9,987,266	\$35,788,000								
City Owned Property Total					\$844,755	\$12,490,624	\$45,567,465	\$844,755	\$12,490,624	\$45,567,465								
Drainage	D.A	Cayes Pump Station Control System	235	Baypoint Lagoon Assessment District	\$10,415		\$120,000	\$10,415		\$120,000								
	D.A	Los Gamos and Oleander Drainage Improvements (Design)	205	Stormwater Fund	\$12,800	\$25,580		\$12,800	\$25,580									
	D.A	San Quentin Pump Station Reconstruction (Design)	205	Stormwater Fund		\$374,017			\$374,017									
	D.A	Sea Level Rise Vulnerability Study	603	Building Maintenance	\$9,318	\$72,800		\$9,318	\$72,800									
Drainage Total					\$32,533	\$472,397	\$120,000	\$32,533	\$472,397	\$120,000								
Parks	P.A	Pickleweed Park Playground Improvements	603	Building Maintenance	\$5,655		\$38,866	\$5,655		\$38,866								
				Grant: CDBG (Federal)			\$272,900			\$200,000		\$72,900						
	P.A	Shoreline Park Restroom	603	Building Maintenance	\$14,417	\$9,501	\$70,000	\$14,417	\$9,501	\$70,000								
Parks Total					\$20,072	\$9,501	\$381,766	\$20,072	\$9,501	\$308,866		\$72,900						
Right-of-Way	R.A	Lincoln Avenue Bridge Repair (Design)	206	Gas Tax		\$110,000			\$110,000									
	R.A	Lincoln Avenue Curb Ramps (Design)	206	Gas Tax - RMRA		\$120,550			\$120,550									
	R.A	Street Resurfacing FY 2018-19	206	Gas Tax			\$2,301,675			\$2,301,675								
				Gas Tax - Measure A Local Transportation Sales Tax			\$646,674			\$646,674								
Right-of-Way Total					\$0	\$230,550	\$2,948,349	\$0	\$230,550	\$2,948,349								
Transportation	T.A	Merrydale Pathway - North Connector (Design)	206	Gas Tax - RMRA		\$181,244			\$181,244									
	T.A	NB 101 Offramp-Second Right Turn Lane (Design)	206	Gas Tax		\$121,500			\$121,500									
	T.A	Second and Third Street Signalization Improvements	246	Traffic Mitigation Fund		\$148,315	\$380,000		\$148,315	\$380,000								
Transportation Total					\$0	\$451,059	\$380,000	\$0	\$451,059	\$380,000								

City Owned Property

			Total			Prior Year Funding			FY 2019-20 Total			FY 2020-21			FY 2021-22		
			Planning	Design	Construction	Planning	Design	Construction	Planning	Design	Construction	Planning	Design	Construction			
Funded	C.01	Essential Facilities: Fire Station 54 & 55 Remodel															
	C.02	Childcare Portable Building Replacement (Silveria, Dixie and Pickleweed)															
	C.03	B Street Community Center Restroom Remodel															
	C.04	Albert Park Ball Field ADA Restrooms															
	C.05	Albert Park Baseball Stadium - ADA Lift															
	C.06	City Hall Server Room Upgrade															
	C.07	City Hall Accessibility and Security Improvements															
	C.08	B Street Community Center - Misc Repair															
	C.09	Terra Linda Community Center HVAC Replacement															
	C.10	Microwave Network for Public Safety Center															
	C.11	Albert J. Boro Community Center - Misc Repair															
	C.12	Public Works Corp Yard - Misc Repair															
	C.13	Fifth Street and C Street Parking Garage Improvements															
	C.14	Conversion of City Hall Police Station after Public Safety Center															
	C.15	Fifth and Garden Parking Lot Resurfacing															
	C.16	Third and Lootens Parking Structure															
	C.17	Third and A Street Parking Structure Repairs															
	C.18	Third and C Street Parking Structure Repairs															
Funded Total																	
Unfunded																	
		Parkside Preschool Playground Renovation															
		519 4th Street Roof and Structural Upgrade															
		Parkside Children's Center															
		Coleman Childcare Center															
		Falkirk Cultural Center - Misc Repair															
		Albert Park Baseball Stadium - Misc Repair															
		Library Restroom Addition															
		B Street Community Center Re-Roof															
		Terra Linda Community Center Misc.															
		Childcare Portable Building Replacement (Vallecito)															
		Glenwood Childcare Center															
		Resurface City Hall Parking Lots, Lower and Upper															
		Downtown Library Interior Painting															
		Albert J. Boro Community Center HVAC Repair															
		B Street Community Center Parking Lot Resurfacing															
		City Hall & Library Lighting and Landscaping Improvements															
		Court Street Fountain Repair															
		Downtown Fiber Connection															
		Terra Linda Recreation Center Hardscape Repair															
		City Hall Fire Upgrades															
		Terra Linda Pool House Electrical Upgrades															
		Albert J. Boro Center Additional Parking															
		Downtown Library Re-roof															
		Albert J Boro Library Electrical Upgrades															
		Mail Room Relocation															
		Fourth Street Twinkle Lights Replacement															
		Albert J. Boro Community Center Replace Room Partician															
		B Street Community Center Concrete Entrance Reconstruction															
		Library Book Shelving Replacement															
		Library Children's Patio Enclosure															
		Internet Upgrade at Corp Yard															
Unfunded Total																	

Parks

			Total		
			Planning	Design	Construction
Funded	P.01	Gerstle Park Restroom Repair			\$30,000
	P.02	Gerstle Park Playground Structure			\$100,000
					\$125,000
	P.03	Sun Valley Park Playground Structure			\$121,162
					\$103,838
	P.04	Peacock Gap Park Playground Structure			\$250,000
	P.05	Bernard Hoffman Playground Structure			\$250,000
	P.06	Pickleweed Park Field Synthetic Field Conversion (Design)		\$20,000	
	P.07	Gerstle Park, Peacock Gap and Santa Margarita Tennis Court Resurfacing			\$110,000
					\$10,000
	P.08	Terra Linda Community Center Basketball Court Repaving and Shade Str			\$150,000
Funded Total			\$0	\$20,000	\$1,250,000
Unfunded		Open Space Tree Assessment and Removal			\$135,000
		Starkweather Park Improvements			\$50,000
		Terra Linda Community Center Play Area and Access Improvements			\$58,000
		Pickleweed Park Basketball Court			\$150,000
		Victor Jones Park Restroom Upgrades			\$150,000
		Bret Hart Landscape Walls		\$4,000	\$41,000
		Pickleweed Park Field Synthetic Field Conversion (Construction)			\$3,570,000
		Bernard Hoffman Drainage and Irrigation Improvements			\$50,000
Unfunded Total			\$0	\$4,000	\$4,204,000

Prior Year Funding			FY 2019-20 Total			FY 2020-21			FY 2021-22		
Planning	Design	Construction	Planning	Design	Construction	Planning	Design	Construction	Planning	Design	Construction
					\$30,000						
										\$100,000	
										\$125,000	
					\$121,162						
					\$103,838						
					\$250,000						
					\$250,000						
					\$20,000						
											\$110,000
											\$10,000
											\$150,000
											\$270,000
			\$0	\$0	\$0	\$20,000	\$755,000		\$225,000		
			\$0	\$0	\$0						

Right of Way

			Total		
			Planning	Design	Construction
Funded	R.01	Street Resurfacing FY 2019-20			\$1,034,104
		206 Gas Tax			\$1,034,104
		Gas Tax - Measure A Local Transportation Sales Tax			\$1,215,896
	R.02	Street Resurfacing FY 2020-21			\$1,628,435
		206 Gas Tax			\$1,628,435
		Gas Tax - Measure A Local Transportation Sales Tax			\$971,565
	R.03	Street Resurfacing FY 2021-22			\$1,601,106
		206 Gas Tax			\$1,601,106
		Gas Tax - Measure A Local Transportation Sales Tax			\$998,894
	R.04	Smith Ranch Road Resurfacing			\$1,633,769
		206 Gas Tax - RMRA			\$1,633,769
	R.05	Andersen Drive Microseal			\$200,000
		206 Gas Tax			\$200,000
	R.06	Southern Heights Bridge Replacement		\$561,724	\$4,000,523
		Caltrans Highway Bridge Program		\$561,724	\$4,000,523
	R.07	Sidewalk Repair Program FY 2019-20			\$350,000
		206 Gas Tax			\$350,000
	R.08	Sidewalk Repair Program FY 2020-21			\$350,000
		206 Gas Tax			\$350,000
	R.09	Sidewalk Repair Program FY 2021-22			\$350,000
		206 Gas Tax			\$350,000
	R.10	Southern Heights at Courtright Road Repair			\$400,000
		206 Gas Tax			\$400,000
	R.11	Francisco Blvd East Resurfacing		\$60,000	\$920,000
		206 Gas Tax		\$60,000	\$920,000
	R.12	Lincoln Avenue Curb Ramps (Construction)			\$1,500,000
		206 Gas Tax - RMRA			\$1,500,000
	R.13	76 D Street Hillside Revetment		\$7,000	\$68,000
		Grant: CalOES		\$7,000	\$68,000
	R.14	Antonette and D Street Improvements		\$7,000	\$68,000
		206 Gas Tax		\$7,000	\$68,000
	R.15	Fifth and D Resurfacing - Public Safety Center			\$200,000
		206 Gas Tax			\$200,000
	R.16	First Street at Mahon Creek Wall Repair		\$15,443	\$200,000
		206 Gas Tax		\$15,443	\$200,000
	R.17	Schoen Park Modifications			\$500,000
		206 Gas Tax			\$500,000
	R.18	Bungalow Avenue Reconstruction			\$840,000
		206 Gas Tax			\$840,000
Funded Total			\$0	\$651,167	\$19,030,292
Unfunded		Lincoln Avenue Bridge Repair (Construction)			\$4,000,000
		Grants: Unsecured			\$4,000,000
		Fourth Street Curb Ramp Replacement			\$150,000
		Unfunded			\$150,000
		Fairhills Drive Slide Repair			\$600,000
		Unfunded			\$600,000
		Second Street Resurfacing (Phase 1)			\$1,000,000
		Unfunded			\$1,000,000
		Mission Ave (Boyd Park) Sidewalk			\$110,600
		Unfunded			\$110,600
		Aerial Undergrounding of Utilities		\$355,000	\$3,645,000
		Unfunded		\$355,000	\$3,645,000
Unfunded Total			\$0	\$355,000	\$9,505,600

Prior Year Funding			FY 2019-20 Total			FY 2020-21			FY 2021-22		
Planning	Design	Construction	Planning	Design	Construction	Planning	Design	Construction	Planning	Design	Construction
					\$1,034,104						
					\$1,215,896						
								\$1,628,435			
								\$971,565			
											\$1,601,106
											\$998,894
				\$133,769				\$1,500,000			
					\$200,000			\$200,000			
	\$561,724	\$523			\$4,000,000			\$4,000,000			
					\$350,000			\$350,000			
								\$350,000			
								\$400,000			\$350,000
								\$400,000			
				\$60,000	\$920,000		\$60,000	\$920,000			
					\$1,500,000			\$1,500,000			
				\$7,000	\$68,000		\$7,000	\$68,000			
					\$68,000			\$68,000		\$7,000	\$68,000
					\$200,000			\$200,000			
	\$15,443				\$200,000			\$200,000			
					\$500,000			\$500,000			
					\$100,000			\$100,000			
					\$640,000			\$640,000			\$100,000
\$0	\$577,167	\$774,292			\$7,000	\$11,268,000		\$60,000	\$3,970,000		\$7,000
											\$3,018,000
\$0	\$0	\$0									

Transportation

				Total			Prior Year Funding			FY 2019-20 Total			FY 2020-21			FY 2021-22		
				Planning	Design	Construction	Planning	Design	Construction	Planning	Design	Construction	Planning	Design	Construction	Planning	Design	Construction
Funded	T.01	Crosswalk Improvements Citywide FY 2019-20	206 Gas Tax			\$100,000												
	T.02	Crosswalk Improvements Citywide FY 2020-21	206 Gas Tax			\$100,000												
	T.03	Crosswalk Improvements Citywide FY 2021-22	206 Gas Tax			\$100,000												
	T.04	Innovative Deployment of Enhanced Arterials (IDEA)	IDEA Grant (MTC)		\$255,499	\$743,655												
	T.05	Third Street and Hetherton Intersection Improvements	206 Gas Tax			\$400,000												
			246 Traffic Mitigation Fund	\$94,035	\$72,059				\$94,035	\$72,059								
			Grant: Highway Safety Improvement Program			\$270,000					\$270,000							
	T.06	Francisco Blvd East Sidewalk Widening	206 Gas Tax		\$460,820	\$707,000			\$460,820		\$707,000							
			Grant: OBAG (Federal)			\$2,100,000					\$2,100,000							
			Grant: ATP (State)			\$4,025,000					\$4,025,000							
	T.07	Third Street Improvements - Lindaro to Miracle Mile	Grant: State-Local Partnership Program			\$1,500,000					\$1,500,000							
			Grant: Measure A Major Road Improvements		\$552,230	\$9,700,000			\$552,230		\$9,700,000							
	T.08	Freitas and Highway 101 Offramp Improvements	206 Gas Tax	\$35,000	\$50,000	\$1,200,000				\$35,000	\$50,000						\$1,200,000	
	T.09	Third Street Intersection Improvements: Grand to Lindaro	206 Gas Tax			\$1,000,000												\$1,000,000
			246 Traffic Mitigation Funds			\$300,000												\$300,000
			Grant: Measure A Major Road Improvements			\$1,100,000					\$100,000							\$1,000,000
			Grant: HSIP			\$1,500,000												\$1,500,000
	T.10	Second Street Intersection Improvements	206 Gas Tax		\$100,000	\$1,000,000									\$100,000			\$1,000,000
			246 Traffic Mitigation Funds			\$1,000,000												\$1,000,000
	T.11	Fifth Street Signal System Improvements: Court to E Streets	246 Traffic Mitigation Fund			\$200,000												\$200,000
	T.12	Fourth Street Signal System Improvements: B Street to Cijos	246 Traffic Mitigation Fund			\$1,000,000												\$1,000,000
	T.13	North San Rafael Traffic Signal Connections	246 Traffic Mitigation Fund			\$300,000												\$300,000
	T.14	Bicycle & Pedestrian Master Plan Implementation FY 2019-20	206 Gas Tax			\$100,000					\$100,000							
	T.15	Bicycle & Pedestrian Master Plan Implementation FY 2020-21	206 Gas Tax			\$100,000												\$100,000
	T.16	Bicycle & Pedestrian Master Plan Implementation FY 2021-22	206 Gas Tax			\$100,000												\$100,000
Funded Total				\$129,035	\$1,490,608	\$28,645,655			\$94,035	\$1,340,608	\$0	\$35,000	\$50,000	\$19,745,655	\$100,000	\$6,700,000		\$2,200,000
Unfunded		San Rafael Highschool Crosswalk	Grants: Unsecured		\$30,000	\$150,000												\$150,000
		Safe Routes to School – Davidson Phase 2	Unfunded			\$100,000												\$100,000
		Freitas and Las Gallinas: Left turn signal head	Unfunded			\$100,000												\$100,000
		West End/Marquad Bulb Out and Bicycle Improvements	Unfunded		\$25,000	\$225,000												\$225,000
		Francisco Blvd. West MUP Phase II	Grants: Unsecured			\$1,800,000												\$1,800,000
			Grants: Urban Greening (CA Natural Resources Agency)			\$1,200,000												\$1,200,000
		Bellam/Andersen Intersection Improvements	Unfunded	\$50,000	\$31,111	\$318,889												\$318,889
		Merrydale Pathway - North Connector (Construction)	Unfunded			\$1,040,000												\$1,040,000
		South Merrydale Connector	Unfunded			\$150,000												\$150,000
Unfunded Total				\$50,000	\$86,111	\$5,083,889			\$0	\$0	\$0	\$30,000					\$150,000	

Cover Page

Attachment 4. – Resolution Approving Fiscal Year 2019-2020
Gann Appropriations Limit, and Exhibits A and B

Exhibit A. - Gann Limit Calculation 19-20

Exhibit B. - Gann Limit Growth 19-20

RESOLUTION NO.

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL
APPROVING FISCAL YEAR 2019-2020 GANN APPROPRIATIONS LIMIT AT
\$138,889,447**

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

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

WHEREAS, as permitted by Proposition 111, adopted by the voters in 1990, the City has elected to use the percent change in the population of San Rafael from January 1, 2018 to January 1, 2019, and the percent change in California's per capita personal income, for the calculation of the annual adjustment to the City's Appropriations Limit; and

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

NOW, THEREFORE, BE IT RESOLVED that the City Council of San Rafael, pursuant to the provisions of Article XIII B and Government Code Sections 7901 through 7914, does hereby establish the Appropriations Limit for fiscal year 2019-2020 for the City of San Rafael at \$138,889,447 as documented in Exhibit A, and further establishes the 2019-2020 Appropriations Subject to the Gann Appropriations Limit at \$82,867,376 as documented in Exhibit B, which Exhibits are attached hereto and incorporated herein by reference as though fully set forth.

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

on the City Council of said City held on Monday, the 15th day of July 2019, by the following vote to wit:

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

LINDSAY LARA, City Clerk

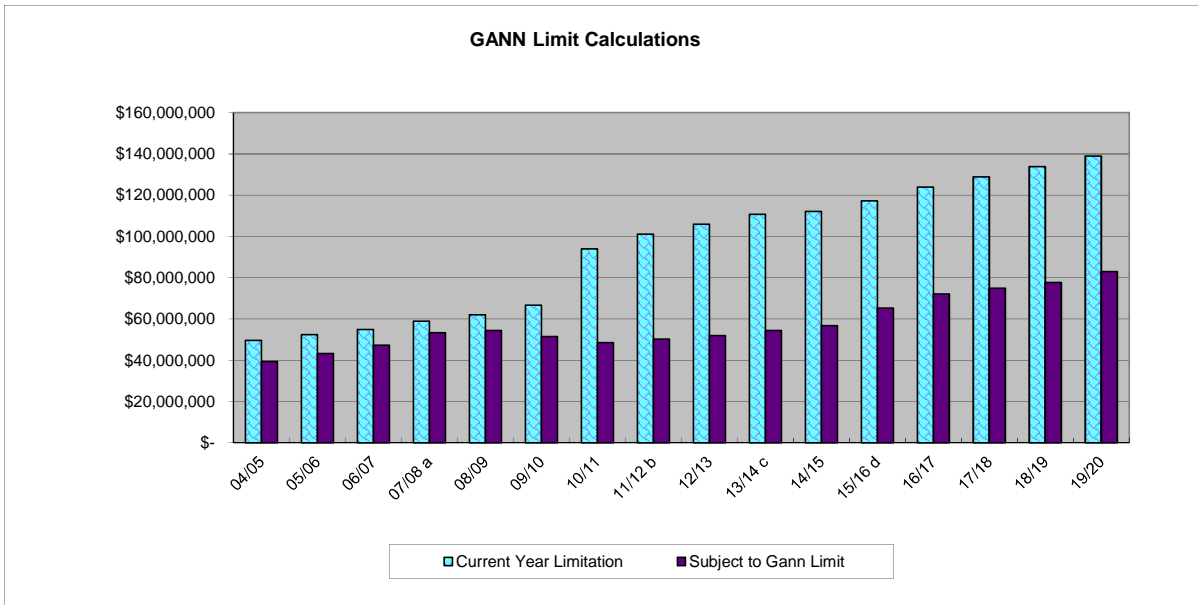
GANN LIMITATION CALCULATION

Fiscal Year 2019-20

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

= Value selected for Factor calculation

- (a) Includes increase for Paramedic Tax Revenue Generated by Measure P
- (b) Includes increase for Paramedic Tax Revenue Generated by Measure I
- (c) Reduce the limit by \$1,142,323 to reflect the amount associated with Measure P at the time the limit was increased in fiscal year 2011-2012 for Measure I
- (d) 2015-16 The Limit is reduced by \$4,743,389 for the Paramedic Tax - Measure I for the increase of \$3,890,000 added in 2011 - 2012 that "Sunset" or Expired after 4 years at the end of 2015.



**City of San Rafael
Appropriation Limit Analysis
FY 2019-20**

Total Appropriations	Fund #	2019-2020 Adopted Budget	Less Exempt Expenditures	Less Non-Tax Revenues	2019-2020 Appropriations Subject to Gann Limit
General Fund	001	\$ 82,003,965	\$ 737,304	\$ 11,714,518	\$ 69,552,143
Abandoned Vehicle Abatement Fu	200	185,678	1,419	190,000	-
Storm Water Fund	205	707,526	-	842,615	-
Emergency Medical Services Fun	210	7,808,579	144,202	2,973,311	4,691,066
Library Fund	214	60,000	-	17,120	42,880
Library Special Assessment Fund	215	1,123,928	5,735	-	1,118,193
Measure G - Cannabis	216	122,380	938	-	121,442
General Plan Special Revenue Fu	218	1,405,333	2,894	393,110	1,009,329
Recreation Revolving Fund	222	4,806,080	21,185	2,611,900	2,172,995
Police Youth Service fund	230	96,710	5	75,000	21,705
Measure A Open Space Fund	241	487,180	5,296	-	481,884
Open Space Fund	405	-	-	-	-
LongTerm Capital Outlay (Excess of \$100K & 10yr Life)	N/A	741,776	-	-	741,776
General Fund Debt Service - Capital Outlays	N/A	2,954,224	40,261	-	2,913,963
Total Appropriations		\$ 102,503,359	\$ 959,239	\$ 18,817,574	\$ 82,867,376
Appropriation Limit from Revised Growth Limit					\$ 138,889,447
Available Room Under Appropriation Limit					\$ 56,022,071