



SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Finance

Prepared by: Nadine Atieh Hade,
Finance Director

Bill Guerin,
Director of Public Works

City Manager Approval: _____

TOPIC: FINAL CITYWIDE PROPOSED BUDGET FOR FISCAL YEAR 2021-2022 AND LEGAL SPENDING LIMIT

- SUBJECT:**
- 1. RESOLUTION APPROVING THE CITYWIDE BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2021-2022 AND PROVIDING FOR THE APPROPRIATIONS AND EXPENDITURE OF ALL SUMS SET FORTH IN THE BUDGET IN THE AMOUNT OF \$127,789,398;**
 - 2. RESOLUTION APPROVING FISCAL YEAR 2021-2022 GANN APPROPRIATIONS LIMIT AT \$150,770,339**

RECOMMENDATION:

1. Adopt a resolution approving the Fiscal Year 2021-22 operating budget and Three-Year Capital Improvement Program.
2. Adopt a resolution approving the Fiscal Year 2021-22 Gann Appropriations limit.

SUMMARY:

This report presents the final proposed citywide budget for Fiscal Year (FY) 2021-22, beginning July 1, 2021 and ending June 30, 2022. This item is the culmination of a process that included a public discussion of the assumptions underlying the draft budget that were presented at the City Council meeting on June 7, 2021. In addition, the preliminary Capital Improvement Program was presented to the City Council on May 3, 2021 for feedback and discussion.

FOR CITY CLERK ONLY

Council Meeting:

Disposition:

For the FY 2021-22 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 \$127,789,398 and are within the legal spending limit.

BACKGROUND:

This report will focus on the following:

1. Brief status of FY 2020-21 budget performance
2. Proposed Goals and Objectives for FY 2021-22
3. Proposed operating and capital budget presented for all City funds for FY 2021-22
4. FY 2021-22 Appropriations Limit

BUDGET ACTION

The purpose of this report is to provide the City Council and community with the final proposed citywide budget for FY 2021-22 which has been prepared for adoption based on the direction provided at earlier public meetings.

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

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

"GANN" APPROPRIATIONS LIMIT

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

ANALYSIS:

UPDATE ON CURRENT BUDGET/FISCAL YEAR 2020-21

General Fund

Revenues: The original FY 2020-21 budget, adopted on [June 15, 2020](#), projected \$75,483,680 in revenues. This was based on the soundest information available at the time as economists and revenue experts forecasted reductions in revenue based on the pandemic. The City worked with two revenue consulting companies (HdL and Management Partners) and other local agencies to project losses for FY 2020-21. Fortunately for the State of California, the federal aid (stimulus checks and extra unemployment

dollars) has played a significant role and revenues are not as impacted as originally expected. the mid-year budget review (updated budget) presented on [March 1, 2021](#), revenues were increased by \$5,500,000 for a projected balance of \$80,983,680 based on higher than anticipated sales and use tax receipts as well as the passage of Measure R and receipt of CARES Act funds. Current revenues are projected to be \$83,429,224, which is \$2,445,544, or 3% above the updated budget, based on activity through April which is the most up to date information available. This is due to an estimated increase in property transfer tax of approximately \$366,000, higher than anticipated Educational Revenue Augmentation Fund (ERAF) payments received from the County of \$367,970 and continuing increases in sales tax revenues estimated at approximately \$1,711,500.

Expenditures: As part of the approved FY 2020-21 budget, expenses were reduced by \$6,686,000 as the City was preparing for projected revenue losses associated with the COVID-19 pandemic and acted immediately to reduce expenses. During the fiscal year, an effort by all departments was made to keep to the original budget except for one request to increase appropriations during the mid-year budget update for the Public Safety Center total utility and janitorial service costs in the amount of \$275,000.

The impacts of COVID-19 have caused a revenue strain on several of the City's other funds such as Parking, Childcare, and Recreation. At this point, most funds continue to be self-sufficient by using available fund balances. However, due to starting the year with no available fund balance and with having to endure the year with significantly reduced program activity while still utilizing staff for other activities such as disaster service workers, the Recreation fund will need an additional transfer of an estimated \$500,000 from the General Fund. The Recreation fund receives an annual subsidy of approximately \$2 million each year from the General Fund as approved in the original budget. With this additional request, the total transfer from the General Fund to the Recreation fund amounts to \$2,500,000 for FY 2020-21.

Operating results: The proposed increase to revenues of \$2,445,544, in addition to the proposed increase in expenses (transfers out to the Recreation fund) of \$500,000 changes the updated budget estimated positive net result of \$3,042,072 to \$4,987,616 for FY 2020-21. With the replenishment to the Emergency reserve fund in the amount of \$499,248 (in order to maintain the 10% per City Council policy), net unassigned funds, (otherwise known as surplus), are forecasted to be \$4,488,368 at year-end. See Table 1 for additional details.

Due to the concerted city-wide effort to stay within the originally budgeted expenditures, the City is estimating a surplus of which Staff recommend be allocated towards several competing needs such as starting to right-size employee compensation to comparable agencies, vehicle maintenance, the maintenance of City owned parks and buildings, infrastructure needs, and the City's policy focus areas outlined in the Goals and Objectives section.

Staff will formally request the aforementioned adjustments be made to the budget along with other adjustments if necessary, in August 2021 once the year-end update is presented to the City Council.

Table 1

General Fund	Adopted Budget FY 2020-21	Approved Changes	Current Budget	Proposed Changes	Revised Budget
Revenues	75,483,680	5,500,000	80,983,680	2,445,544	83,429,224
Transfers in	3,914,620		3,914,620	-	3,914,620
FY20-21 Resources	79,398,300	5,500,000	84,898,300	2,445,544	87,343,844
FY19-20 P.O. reserve	-	-	-	-	-
Total Resources	79,398,300	5,500,000	84,898,300	2,445,544	87,343,844
Expenditures	79,581,228	266,557	79,847,785	-	79,847,785
P.O. Rollover	-	-	-	-	-
Operating Transfer out	2,000,000	8,443	2,008,443	500,000	2,508,443
Total Appropriations	81,581,228	275,000	81,856,228	500,000	82,356,228
Net Result	(2,182,928)	5,225,000	3,042,072	1,945,544	4,987,616
Allocations					
Use/(Source) of Emergency Reserves	2,182,928	-	2,182,928	(2,682,176)	(499,248)
Unassigned Funds Available	-	5,225,000	5,225,000	(736,632)	4,488,368

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 which staff will present to the City Council in September 2021.

GOALS AND OBJECTIVES

Each year, the City Council establishes a set of goals, objectives, and key implementation tasks ([Goals and Objectives](#)) that guide decision-making. This year, the City created four new Policy Focus areas to highlight overarching policy priorities while retaining five City Service areas to highlight operational efforts that will be of particular focus in FY 2021-22. The four Policy Focus areas and five City Service areas are listed below:

Policy Focus Areas

- **Economic Recovery:** Building back our economy stronger and more resilient than before.
- **Housing & Homelessness:** Creating new housing, keeping people in their homes, and use a “Housing First” model.
- **Racial Equity:** Working to achieve racial equity and advance opportunities for all.
- **Sustainability, Climate Change & Disasters:** Reducing greenhouse gas emissions while mitigating and adapting to climate change.

City Service Areas

A. Neighborhood and Economic Vitality: Create and preserve a healthy economy and sustain vibrant neighborhoods, Downtown, and other business areas.

B. Quality of Life: Serve and strengthen community relationships by providing literary, artistic, recreational, and cultural experiences for all residents and improving resident engagement and governmental transparency.

C. Public Safety: Prevent and respond to emergencies through essential facility improvements and community and organizational emergency readiness.

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

E. Foundational Services: Sustain organizational viability and exemplary service through short and long-term financial success, organizational excellence and succession planning, and technology to improve efficiency and service levels.

Each Policy Focus and City Service area has a set of objectives, each of which, has a subset of key implementation tasks. These objectives and key implementation tasks 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. The resources required to perform each objective and task are summarized in the Time and Intensity graphic within the Goals and Objectives. Additionally, the Policy and City areas 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 Objectives for FY 2021-22 to the City Council at its study session on April 30, 2021. The feedback provided in that discussion were incorporated into the [Goals and Objectives document hyperlinked here](#) (Attachment 1) for the consideration by the City Council.

PROPOSED FISCAL YEAR 2021-22 CITYWIDE BUDGET

HIGHLIGHTS

- ❖ **Citywide Budget:** The total proposed FY 2021-22 expenditure budget for the City is \$127,789,398 (Attachment 2, Exhibit I). This sum reflects all funds and operations for the City, including active capital projects. The Capital Improvement Program has planned expenditures of \$22 million for the year, of which staff reports will be submitted for approval of major projects and their associated funding source. Appropriations are supported by FY 2021-22 revenue and other sources projected at \$123,850,111, as well as by fund balances retained from previous periods for capital projects.
- ❖ **General Fund Budget:** The proposed General Fund expenditure budget comprises \$89,562,734 for operations, an increase of approximately \$7.2 million over the prior year adjusted budget, supported by revenues, transfers in, and reserves, projected at \$89,616,102, resulting in a surplus before allocations of \$53,368.
- ❖ **State Budget Impacts:** On May 14, 2021, Governor Gavin Newsom signed the May revision to the FY 2021-22 state budget, which totals approximately \$203 billion in spending. The May revision projects a \$75.7 billion surplus, contrasting against a projected \$54 billion deficit in the prior year's budget. City staff will look for any opportunities to pursue additional assistance and available funding.
 - **COVID-19:** In recognition of the disproportionate impact the COVID-19 Pandemic has had on low-income Californians and small businesses, the Budget proposes \$3 billion of pandemic relief for immediate action in January of 2021. Included in the package is \$2.4

- billion for Golden State Stimulus (a \$600 payment to low-income workers), an additional \$2 billion for grants to small businesses bringing the total to over \$2.5 billion, as well as fee relief for impacted industries such as restaurants and personal services.
- **Housing**: In January 2021 the COVID-19 Tenant Relief Act was signed, creating the California COVID-19 Rent Relief Program providing up to \$2.6 billion in federal assistance to those facing financial hardships as a result of the pandemic. The federal American Rescue Plan Act in March of 2021 provides an additional \$2.6 billion for a total of \$5.2 billion in federal rental relief aid. The May Revision also proposes \$1.75 billion to help support affordable housing projects.
 - **Homelessness**: The budget extends project Homekey, an effort to acquire motels for homeless housing, with \$2.75 billion in one-time funds to purchase additional motels, develop short-term community mental health facilities, and purchase or preserve housing dedicated to seniors. The revision adds \$40 million in one-time funds for the Homeless Coordinating Financing Council to provide grants and technical assistance to local jurisdictions to develop action plans that will address family homelessness.
 - **Transportation**: President Biden's proposed American Jobs Plan is set to provide a massive investment in broad infrastructure improvements. The May Revision proposes investing an additional \$11 billion in the transportation system and related zero-emission vehicle efforts. Included is \$2 billion through 2028 to advance State Highway Operation and Protection Program projects, Interregional Transportation Program projects, and local road and bridge investments.
 - **Emergency Preparedness and Response**: The Revision proposes \$98.4 million and 224 positions for Cal OES to address disasters across the state as well as an additional \$133.9 million for California Disaster Assistance Act funding, a Southern Regional Emergency Operations Center, and Wildfire Forecast and Threat Intelligence Center. The revision also includes \$38.9 million to augment CAL FIRE's resources for the 2021 fire season.
 - **Environmental Quality**: The budget proposes a \$1.5 billion comprehensive strategy to achieve the state's zero-emission vehicle goals by 2035 and 2045. An additional \$1 billion is proposed to support a coordinated forest health and fire prevention strategy that maximizes technology and science-based approaches to protect state forestlands. The budget also includes \$500 million in one-time funds for toxic site cleanup and investigations.
 - **Public Safety**: At the local level, the May Revision includes \$9 million in ongoing funding and \$100 million one-time funding for the CalVIP program providing grants to cities and community-based organizations to support services such as community education, diversion programs, outreach to at-risk transitional age youth, and violence reduction models.
- ❖ **American Rescue Plan Act**: On March 11, 2021, President Biden signed into law the American Rescue Plan Act (ARPA). The ARPA provided \$65.1 billion in direct aid to every city, town, and village across the country to help stabilize communities. The City of San Rafael has been allocated an amount of \$16,088,886. Of this one-time money, the first 50% of the allocation has been received and the second 50% will be distributed a year from now. Jurisdictions have until December 31, 2024 to spend the funding. On May 17th, the Treasury Department issued an [Interim Final Rule](#) document that provides guidance on what the funds may be used for. However, this document is not final and will be open for public comment through July 16, 2021. At this point, staff does not recommend bringing an ARPA Funding Plan to the City Council for approval since there are many eligibility and reporting questions pending that need to be addressed by the Treasury Department. However, in preparation for the utilization of the funds, staff proposes to prioritize allocations on unfunded initiatives and projects related to the City's policy focus areas that are one-time in nature. Staff has prepared a list of high priority needs below that address

Economic Recovery, Housing & Homelessness, Racial Equity and Sustainability, Climate Change & Disasters. To provide an order of magnitude, a dollar symbol is placed after each item with one (\$) representing an estimated cost of under \$500,000, two (\$\$) a cost over \$500,000 and under \$1,000,000, three (\$\$\$) a cost over \$1,000,000 and under \$3,000,000 and 4 (\$\$\$\$) a cost over \$3,000,000.

- Economic recovery for small businesses including action items that result from the Economic Development Strategic Plan or other special initiatives (\$)
- Dedicate resources that keep racial equity work at the forefront of everything we do (\$\$\$)
- Support housing and homelessness initiatives including new homelessness programs and the facilitation of new housing (\$\$\$)
- Support climate change, sustainability and adaptation projects to reduce greenhouse emissions while mitigating and adapting to climate change (\$\$\$\$)
- Fund key community infrastructure projects such as a synthetic turf at the Pickleweed play fields and replacing pump stations (\$\$\$\$)
- Fund key technology infrastructure to replace and update outdated software systems (\$\$\$\$)

Lastly, projects where the use of ARPA funds is eligible will be brought to the City Council for approval prior to commencement. Staff recommends that ARPA funding received by the City and any expenditures thereof be separately tracked and accounted for to ensure allocation in accordance with the requirements and limitations on expenditures of those funds as required by the Act.

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 2021-22 total approximately \$89.6 million. These appropriations comprise \$87.6 million of operating expenditures and \$2 million of transfers to community services in support of the Recreation Fund.

The appropriations are supported by \$87.9 million in projected revenues and \$1.8 million of transfers from other funds. The transfers include a \$635 thousand reimbursement from Gas Tax for support of street maintenance salaries; \$683 thousand from the Employee Retirement internal service fund for debt service on the outstanding pension obligation bonds; and \$436 thousand from the Parking Services Enterprise Fund for administrative support.

The following table (Table 2) summarizes the detailed information provided in Exhibit II and presents the proposed FY 2021-22 budget with a comparison to the projected FY 2020-21 budget. The table presents year-over-year change in revenues and expenses as these are key performance metrics.

Revenues available for operations are projected to be \$4.4 million, or 5.3% higher than those of the FY 2020-21 year. This is mainly due to the receipt of Measure R funds for the entire year versus one quarter in FY20-21 and an increase in transient occupancy tax of approximately 20%. Other revenue items are budgeted for modest gains above FY20-21 projections, for example a 2% increase is budgeted in property tax revenues and 1% in sales tax revenues.

Expenditures are projected to increase by \$7.7 million, or 9.7% over those of the FY 2020-21 projected budget. Increases to the FY 2021-22 expense budget include approximately \$6.1 million in personnel

expenses as the furloughs lapse (\$700,000), frozen positions became unfrozen and funded (\$1,300,000), and wages increase as part of labor negotiations and as the City works to meet compensation goal needs (\$2,200,000). Respectively, pension expenses determined by MCERA also increased as the composite rate for the City of San Rafael will be 62.57 percent, a 1.8 percent increase from the current rate of 60.77 percent (\$1,900,000). Other increases in the budget of approximately \$1,900,000 are to support the City’s goals and objectives, primarily focused on the policy focus areas.

Table 2

General Fund	Projected FY 2020-21	Proposed FY 2021-22	\$ Change from previous year	% Change from previous year
Revenues	\$ 83,429,224	\$ 87,861,080	\$ 4,431,856	5.3%
Transfers in	3,914,620	1,755,022		
Total Resources	\$ 87,343,844	\$ 89,616,102	\$ 2,272,258	2.6%
Expenditures	\$ 79,847,785	\$ 87,562,734	\$ 7,714,949	9.7%
Transfers out – operating	2,508,443	2,000,000		
Total Operating Uses	\$ 82,356,228	\$ 89,562,734	\$ 7,206,506	8.8%
Net Results before Allocations	\$ 4,987,616	\$ 53,368		
(Source) / Use of reserved funds				
Emergency reserve	(499,248)	(720,651)		
Total Results	\$ 4,488,368	\$ (667,283)		
Allocation of unassigned funds	-	667,283		
Net After Allocations	\$ 4,488,368	\$ 3,821,085		

Revenue Trends and Assumptions:

Sales and Transaction & Use Tax:

The COVID-19 pandemic has not caused the severity in recessionary impact many had feared in Sales and Use tax remittances. Low interest rates have buoyed construction and auto sales as well as the timely passage of the Wayfair ruling dramatically increased remittances from the County pool from online transactions, now accounting for the City’s largest Major Industry Group for tax remittances. Growth in auto sales and building and construction is projected to slow in FY 2021-22 where restaurants and hotels and fuel and service stations are projected to grow 23.9% and 15.5%, respectively, as we project to recover from the pandemic.

With the assistance of HdL Companies, the City’s sales tax consultant, recurring sales tax revenues are estimated to increase slightly from \$22.3 million as currently proposed in the FY 2020-21 budget, to \$22.5

million in FY 2021-22, an increase of approximately 1 percent. Sales taxes account for approximately 26% of the City's General Fund revenues.

Revenues from the Measure E Transactions & Use tax, which applies to most local retail sales, are estimated to rise from \$12.5 million as currently proposed in the FY 2020-21 budget, to \$12.8 million in FY 2021-22, an increase of 2 percent. One-third of these funds are allocated to service debt related to the 2018 Lease Revenue Bonds. Measure E revenues account for about 15% of the City's General Fund revenues. Revenues from the new Measure R Transactions & Use tax are projected to generate \$4.3 million in its first full year of implementation.

The State recently informed San Rafael and other local agencies that a taxpayer, which allocates the majority of its tax revenue through the countywide use tax pools, may be reporting incorrectly. The State said in their communication that they are looking into the matter and depending on their ultimate determination, some portion of this taxpayer's revenue will shift outside of the Marin pool. This would have the result of dampening some of the growth in revenue allocations that San Rafael would have otherwise received from this use-tax pool. The amount of any potential shift, however, is unknown. This change in taxpayer filing is expected to begin sometime in 2021. In their most recent sales tax forecast HdL calculated an estimated loss of San Rafael's pool allocations for calendar year 2021. Staff will continue to update City Council on any material shifts.

Property Tax:

Property taxes are currently projected to modestly increase by 2% over the prior year for a total of \$22.6 million. Property tax makes up 26% of the City's General Fund revenues.

Other General Fund Revenues:

Other revenues (including business tax, transient occupancy tax, development fees, permits, and charges for services) are expected to show a modest increase of 3% when compared to the prior year's budget. These revenues account for 29% of the City's General Fund revenues.

Expenditure Trends and Assumptions:

As we look forward to the recovery from the pandemic, we are projecting general fund expenditures to grow by 9.7% in FY 2021-22. The growth in expenditures incorporates increases in personnel costs as we increase compensation based on collective bargaining contract commitments. General Fund budgeted contributions to the Marin County Employees Retirement Association (MCERA) are projected to increase by \$2.3 million, or 14% when compared to the previous year. The increase is attributable to unfreezing positions as well as increased compensation coupled with an increase of 1.8% in the City's net contribution rate. Pension expenses represent approximately 16.7% of total citywide expenditures, and approximately \$18.6 million, or 20.7%, of an \$89.6 million general fund budget.

Capital Spending and Other Funds

Capital Improvement Program (CIP)

The CIP is a multi-year planning tool used to identify and implement the City's capital needs over the upcoming three-year period: FY 2021-22 through FY 2023-24. The CIP document summarizes the City's planned capital and infrastructure improvement projects, including their funding sources, and prioritizes projects after analysis and coordination with other City departments to ensure that all department needs

are represented. Project selection and priority is based on recommendations by a Working Group representing various City departments to accommodate high priority needs, which focused on life/safety, maintenance and repair, public and City Council input, and other factors. The CIP is intended to provide a comprehensive three-year project list for the City’s known capital and infrastructure needs.

The general categories within the CIP are as follows:

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

On [May 3, 2021](#), Public Works presented the preliminary three-year CIP for Fiscal Year (FY) 2021-22 through FY 2023-24 for discussion and review by the City Council. The purpose of the presentation was to provide the community members and the City Council an opportunity to participate in reviewing and sharing feedback relating to the CIP.

Major new projects/studies identified in the FY 2021-22 to FY 2023-24 CIP include:

- 20 Meyer Road Slide Repair
- North San Pedro Medians at SMART Railroad Crossing
- Center Street Resurfacing – Phases I and II
- Francisco Blvd West at Irwin St: Trash Rack
- Sun Valley Park Playground Improvements
- Grand Ave (Second St to Fourth St) Class IV Cycle Track
- Bike & Ped Master Plan 2022 Update

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

Figure 2

Fund #	Fund Name	Description
205	Stormwater Fund	Established to fund stormwater maintenance, programs, and improvements throughout the City. Fund #205 receives annual revenues from the City’s Stormwater Activity fee (Municipal Code Chapter 9.40).

206	Gas Tax; Measure AA; Senate Bill 1 Funds	The Gas Tax is revenue collected and subsequently distributed by the State of California based on a percentage tax on each gallon of gas purchased in San Rafael. Gas Tax may be used for capital projects or maintenance on local streets, roads, traffic, and bicycle/pedestrian facilities. Additionally, local sales tax, passed by voters in 2018 as Measure AA, contributes to a portion of this fund for roadway improvement projects.
208	Childcare Fund	Projects identified in the CIP as utilizing Childcare Funds are restricted to facility improvements at the City’s childcare centers.
235	Baypoint Lagoon Assessment District	The Baypoint Lagoons Lighting and Landscape District was formed to protect and enhance wildlife habitat and water quality in Baypoint (Spinnaker) Lagoon and the adjacent diked salt marsh.
236	Loch Lomond Assessment District	The Loch Lomond (Melo-Roos) Assessment District was established in 1992 to pay for the repair and maintenance of the stormwater system infrastructure in the District.
240	Parkland Dedication	This fund was established to account for long-term developer deposits used to acquire and increase capacity of the City’s park infrastructure.
241	Measure A	Measure A is a nine-year ¼ percent transactions and use tax managed by the County of Marin. The tax is restricted to care for parks and open spaces. The Department of Library and Recreation, in consultation with the Parks and Recreation Commission, provides input each year as to which parks projects should be prioritized to receive Measure A funding.
246	Traffic Mitigation Fee	Traffic Mitigation Fees are an impact fee charged to a developer in connection with the approval of a private land development project with the purpose of offsetting or subsidizing public improvements made necessary by the private development. The City utilizes Traffic Mitigation Fees for circulation-related projects identified in the General Plan.
420	Measure E	Measure E was passed by San Rafael voters in November 2013 extending an existing 0.5% sales tax for 20 years and adding 0.25% (25 cents on a \$100 purchase). In February 2014, the City Council directed staff to set aside the revenues from the added quarter percent to fund public safety facilities improvements.
501	Parking Services	Projects identified in the CIP as utilizing Parking Services Funds are restricted to parking-related projects, including maintenance and upgrades at City parking garages and parking lots.
603	Building Maintenance	The Building Maintenance Fund supports routine maintenance and capital projects associated with the City’s buildings, parks and other facilities. The Building Maintenance Fund is an internal revenue fund, which means General Fund monies are the sole source of revenue.

	Grants (various)	The City actively seeks grant funding for capital projects and programs. Grant funding is available from regional, state, and federal agencies for safety, transportation, emergency response, and other types of projects.
--	-----------------------------	---

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

Beginning in March 2020, the COVID-19 pandemic created financial burdens for the City, its residents and businesses. Inevitably, the economic downturn resulted in a reduction of the City's revenues, impacting CIP funding revenues in Funds 206 (Gas Tax), 208 (Childcare), 241 (Measure A-Parks), and 501 (Parking Services). The CIP for fiscal year 2020-21 assumed a 30-percent reduction in gas tax revenues as many sectors of the economy closed and the community sheltered in place. Staff are pleased to report that gas tax revenues were better than forecasted with an additional \$600,000 received above what was anticipated. Unfortunately, this trend did not continue for the other mentioned City funds.

Staff are not anticipating any revenue reductions in Funds 206 (Gas Tax) or 246 (Traffic Mitigation) this fiscal year and have budgeted accordingly when recommending projects in the CIP. The two funds that continue to be impacted are Funds 208 (Childcare) and 501 (Parking Services). The Library and Recreation Department as well as Parking Services had to suspend or postpone planned CIP projects last fiscal year and will again do the same until revenues return to appropriate levels.

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

Historically, staff transfers a flat amount each year from the Gas Tax to the General Fund to support personnel costs of Streets Maintenance staff, which we propose to do again this year in the amount of \$635,000. Personnel costs of employees performing street and road maintenance and repairs total over \$2M annually in the General Fund and are an allowable use of State gas tax monies.

The complete, [final draft of the CIP is hyperlinked here](#) (Attachment 3).

Capital Project Funds

These funds are dedicated to the tracking and reporting of capital projects. The most significant capital project activity is the Public Safety Essential Facilities program, which in the last year has completed projects such as the construction of the new Public Safety Center and the rehabilitation of Fire Stations 52 and 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) allocations from the paramedic tax used to fund capital projects. In FY 2021-22, the City expects to start construction on the rehabilitation of Fire Stations 54 and 55.

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). The fund has planned expenditures of \$8.6 million for the upcoming fiscal year, of which \$5.1 million, or 60%, comes from the Paramedic Tax. The balance of the funding of this activity comes primarily from third-party recovery for emergency medical response and transport services. The spending plan requires no change in the level of support from taxpayers in San Rafael, County Services Area #13, and County Services Area #19, and Marinwood Community Services District.

The EMS fund is projected to retain \$801,476 in unallocated fund balance on June 30, 2022. This balance serves as an operational reserve equal to ten percent of expenditures. Funds not needed for the operations reserve are used to fund capital improvements that directly support the delivery of emergency medical transport services (e.g., Phase II essential public facilities projects, such as Fire Stations 54 and 55). The tax rate for fiscal year 2021-22 remains unchanged from the prior year, however, expenditure growth is projected to outpace revenue growth in future periods and further increases to the San Rafael tax rate may be necessary to support the program in the future.

The City's Cannabis Business Tax is also reported in a special revenue fund. San Rafael has several licensees in active commerce. The City anticipates the receipt of \$500,000 in excise tax revenues for the FY 2021-22 year in which the fund will incur \$500,000 in qualifying expenses. The program is expected to generate revenues of approximately \$640,000 as it is forecasted to generate associated sales tax and licensing fees of \$140,000 received by the General Fund.

The Measure A Open Space Program is in its ninth 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 2021-22, for which \$472 thousand in revenues is projected, remains on park capital improvements and open-space enjoyment and safety. The FY 2021-22 Measure A – Open Space Workplan was presented and approved separately at the City Council meeting of May 3, 2021.

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

The Recreation and Childcare Funds are anticipating spending plans of \$4 million and \$4.2 million, respectively. Revenue projections will depend on the reopening which, although underway, could see setbacks should coronavirus case rates rise again. Management will keep the City Council apprised of any events affecting the performance of these funds.

Measure C, a historic wildfire prevention measure is entering its second year. Funding for this activity is provided by a ten-year parcel tax and is managed by the Marin Wildfire Prevention Authority, a Joint Powers Authority. The City of San Rafael is expected to receive \$1,826,000 in revenues to support coordinated wildfire prevention including early detection, warning and alerts; reducing vegetation;

ensuring defensible space around homes, neighborhoods and critical infrastructure; and improving disaster evacuation routes/procedures.

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

Parking Fund

The Parking Fund is a self-sustaining enterprise fund whose revenues are dedicated to parking services. Currently, parking operations are funded via parking fees and fines, and fund balance is the only resource with which to cover capital improvements. The parking structures and lots have deferred maintenance issues that will need to be addressed in the coming years. In 2014, the Public Works Department engaged an engineering firm to evaluate current conditions of the garage structures and provide recommendations for repair and maintenance items. The study determined that the four city-owned structures (3rd/Lootens, 3rd/A, 3rd/C, 5th/C parking structures) require significant structural repairs due to deferred maintenance. The FY 2021-22 operating budget for this fund is \$4.9 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, capital replacement, technology replacement and vehicle replacement are funded via internal charges to the funds that utilize these respective services.

Successor Agency

Prior to the state-initiated dissolution of the Redevelopment Agency in January 2012, the City Council met as the Redevelopment Agency and approved its annual budget as part of the citywide budget process. Under the current legislation, the Successor Agency is not required to prepare an annual budget. Funding for the Successor Agency follows a different process specified in the new law: funding must be approved by the Successor Agency's Oversight Board and the California Department of Finance for six-month periods. The economic development-related functions of the former Redevelopment Agency have been fully transferred to the City Manager's Office. The San Rafael Successor Agency Oversight Board has approved allowable administrative expenses of \$144,000 in FY 2021-22 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.

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, 2020 and approved by the MCERA Board on February 10, 2021. This valuation was used to determine the contribution rates for FY 2021-22. The composite rate for the City of San Rafael will be 62.57 percent, a 1.8 percent increase from the current rate of 60.77 percent. The budgeted pension contribution for FY 2021-22 provides full funding for the required contribution. The valuation also reported an unfunded actuarial liability of \$148.2 million for the City, representing a funded ratio of 76.2%.

MCERA's investment target (discount rate) was updated from 7.00% to 6.75% during the measurement period. The City has dedicated a portion of its employee retirement reserve to buffer the impact of unexpected increases. This reserve, which currently totals \$2.8 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 2020-21 provides full funding for the required contribution. The contribution is based on an investment target (discount rate) of 6.75%. The most recent actuarial valuation, as of June 30, 2019, reports \$21.8 million in plan assets offset by \$48.3 million in actuarially accrued liabilities, leaving an unfunded actuarial liability of \$26.5 million. The City's ADC for FY 2021-22 is \$3.1 million.

General Fund Balance and Reserves

Under the proposed FY 2021-22 budget, all funds are projected to have a positive fund balance as of July 1, 2021, as well as at June 30, 2022.

General Fund Emergency Reserves are projected to increase from \$8.3 million to \$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 2021-22, the City is using a 5.73 percent increase in California's per capita personal income from January 1, 2020 to January 1, 2021 (this figure is provided by the California Department of Finance). For the change in population, the City is using negative 0.43 percent – representing the change in population for Marin County, which is higher than San Rafael's figure of negative 0.62 percent for the period January 1, 2020 to January 1, 2021 (provided by the State of California Department of Finance).

The attached Exhibit A establishes the new Appropriations Limit for FY 2021-22, which has been calculated to be \$150,770,339. 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 2021-22 appropriations subject to the GANN Limit is \$82,522,271 (Attachment 4, Exhibit B). Therefore, the portion of the City's budget appropriation that is restricted by the GANN limit is \$68,248,068 under the legal limit.

STAFFING

For FY 2021-22, all departments are focused on finding ways to maximize the capacity of our current staff by re-examining the way our teams are currently organized, and by creatively implementing process improvements cross departmentally. This is especially important as the City reopens and reimagines the way it provides services with the goal of equity amongst all that we do.

In the last quarter of the FY 2019-20, in preparation for the unknown financial repercussions of the COVID-19 pandemic, the City froze vacant positions and offered a Voluntary Separation Retirement program. The savings of these actions were presented in the FY 2020-21 budget and were adhered to throughout the year which successfully decreased expenses by more than \$1,200,000. For FY 2021-22, staff recommends the frozen positions to be reinstated and reviewed for hiring on a per position basis. Additionally, a furlough was implemented for FY 2020-21 which will not be carried into FY 2021-22.

The Department of Public Works is proposing to convert one job classification into a new job classification in order to meet the current service needs. With the additions of the 40,000 ft² Public Safety Center, Fire Station 52 and 57, there is an increased workload for the City's facility maintenance team. The staffing needs associated with maintaining these new facilities are not currently adequate. Therefore, the department proposes to convert the vacant Public Works Dispatcher position to a Facilities Maintenance Worker position. The cost of this change will be offset by the reduced facility maintenance professional services costs. The proposed changes have been discussed with the labor representatives of the affected bargaining units.

The City's current approved level of staffing for FY 2020-21 is 411.73 which is six more positions than what had been approved at the original budget in June of 2020. The six positions approved throughout the year are all funded through non-general fund operations and consist of one San Rafael Sanitary District position which does not come from City funds and the other five positions are fixed term wildfire specialists funded through Measure C, the Wildfire Prevention program.

The history and detail for the 411.73 FTE/positions being proposed for FY 2021-22 are presented in Attachment 2, Exhibit III. In summary, the FY2021-22 personnel proposal ends with 411.73 full-time employees which remains the same as the current FTE. There are no requests for additional positions at this time.

FISCAL IMPACT: The preliminary fiscal year 2021-22 budget has been prepared for all funds. Funding sources are sufficient to support the preliminary spending plans presented. There is no fiscal impact associated to the acceptance of this report.

OPTIONS: The City Council can choose to either:

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

RECOMMENDATION: Accept the report and:

1. Adopt the Resolution Approving the Citywide Budget and Capital Improvement Program for the Fiscal Year 2021-2022 and Providing for the Appropriations and Expenditure of All Sums Set Forth in the Budget

2. Adopt the Resolution Approving Fiscal Year 2021-2022 Gann Appropriations

ATTACHMENTS:

1. FY 2021-22 City Council Goals & Objectives
2. Resolution Approving the Citywide Budget and Capital Improvement Program for the Fiscal Year 2021-2022 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 2021-22 through 2023-24
4. Resolution Approving Fiscal Year 2021-2022 Gann Appropriations Limit, and Exhibits A and B

GOALS & OBJECTIVES FY 2021-2022



SAN RAFAEL

THE CITY WITH A MISSION

TABLE OF CONTENTS

Executive Summary	4
How do I get my services?	5
Policy Focus Areas	6
City Service Areas	11
Measuring Progress	17
Intensity - Cost & People	18
Accomplishments	19

ABOUT OUR CITY

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

LIFEZARFAL
IN SARFAL EL



OUR PURPOSE

EXECUTIVE SUMMARY

This document is intended to be used by the City Council, staff, and the community as an illustration of the City's key focus areas for the next fiscal year. It highlights both our overarching policy priorities and also our operational efforts that will be of particular focus in FY 2021-22. It can be easily scanned to understand this year's focus and highlights our recent accomplishments.

The City's work is bound by numerous constraints such as financial resources, personnel resources, State mandates, mandatory services, contractual relationships, and the like. However, even with such constraints, there is also always an opportunity to put our values and vision into action through special focus areas that respond to critical community needs and desires.

The City, as a municipal corporation, is not an island and there is very little that we do that does not interact or partner with other organizations and stakeholders. Yet, it is important to understand the distinctions about how City services differ from those of the County of Marin, State of California, school districts, local utilities, special districts, and joint power authorities--not to mention other entities such as healthcare providers, non-profits, and community-based organizations. The graphic on the next page attempts to put City services into the broader context.

Financial resources are the City's biggest constraint. Our largest revenues are sales tax, where we receive two cents of every dollar spent on a taxable good, and property tax, where we receive twelve cents of every dollar paid. The bulk of those taxes go to the State of California, the County of Marin, schools, and transit agencies. We may have visions of what we want to achieve but they are impacted by what we can afford.

The City of San Rafael is a "full service" city which means typical municipal services are provided in-house. City staff make up 75% of our overall expenditures because our services are provided by people. We don't make widgets, there are people providing everything we do from responding to a burglary, providing advanced life support, extinguishing a wildfire, repaving a street, maintaining a park, providing library materials, running a ceramics class, or inspecting to make sure your kitchen remodel is safe for your family--just a few examples of what City employees do every day.



HOW DO I GET MY SERVICES?

STATE OF CALIFORNIA
 Freeways & bridges (Caltrans)
 Department of Motor Vehicles (DMV)
 Income tax and corporate tax collection
 Unemployment

COUNTY OF MARIN
 Health and Human Services
 Homelessness and Mental Health
 Tax assessments
 Birth & marriage certificates
 Registrar of Voters
 County Courts & Jail
 County open space & parks

CITY OF SAN RAFAEL
 Planning & building approvals
 Libraries & Community Centers
 Homelessness assistance
 Business retention & expansion
 City parks & playgrounds
 Sustainability programs

PG&E / MCE
 Electricity & gas service



MARIN SANITARY SERVICE
 Refuse & recycling

SAN RAFAEL, LAS GALLINAS VALLEY, & CENTRAL MARIN SANITATION DISTRICTS
 Sewer & sewerage treatment

CITY OF SAN RAFAEL
 Police Department
 Fire Department
 Parking services
 Traffic signals
 Street maintenance
 Drain and Creek maintenance

MARIN TRANSIT & GOLDEN GATE TRANSIT
 Bus services

SMART
 Sonoma Marin Area Rapid Transit

MARIN MUNICIPAL WATER DISTRICT
 Local water supply, watersheds & reservoirs

SRCS, MILLER CREEK SCHOOL DISTRICT
 K-12 Public Education

POLICY FOCUS AREAS

ECONOMIC RECOVERY

Building back our economy stronger and more resilient than before

SUSTAINABILITY, CLIMATE CHANGE & DISASTERS

Reducing greenhouse gas emissions while mitigating and adapting to climate change

RACIAL EQUITY

Working to achieve racial equity and advance opportunities for all

HOUSING & HOMELESSNESS

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





ECONOMIC RECOVERY

- Using results of the Keep Marin Working survey, Mayor Kate's Walkabout takeaways, and "Going the Extra Mile" (GEM) focus groups, develop an Economic Recovery Strategic Plan in coordination with local and regional partners to set action items for the City's long-term recovery response. (GP 2040 EV-1.3A)
- Assist regional small business support to bring immediate relief to local businesses as they transition to a new economic normal.
- In partnership with the Chamber of Commerce, support "one-time" economic development programs such as small business technical assistance, explore feasibility of improvement districts, development of business incubators, and helping business go green.
- Iterate and evolve successful COVID-19 inspired business support programs including Dining Under the Lights, outdoor parklets, downtown market, and year-round Shop San Rafael campaigns.
- Explore new revenues to fund economic development such as a tourism based improvement assessment or an increased Transient Occupancy Tax.



RACIAL EQUITY

- Partner with "Not in Our Town" (NIOT) to formally join community coalition against hate, bigotry, and bullying to create a safe community for all. Create formal process and respond quickly to issues as they arise. Make City's values visible.
- Commit and dedicate resources that keep racial equity work at the forefront of everything we do, including performing an equity audit on City policies and programs to create the background and framework for an equity action plan.
- Conduct racial equity trainings appropriate for elected officials, boards and commissions, management and supervisory staff, and all other staff.
- Based on results of the pilot program, modify the public art process to ensure it continues to be streamlined, inclusive, and representative of all voices.
- Implement Racial and Identity Profiling Act (CA Assembly Bill 953), before required date, to collect detailed information regarding police stops and searches, including data on perceived demographics.



HOUSING & HOMELESSNESS

- Initiate state mandated update to the City's Housing Element for 2023-2030 Regional Housing Needs Allocation (RHNA) cycle to improve development of affordable housing.
- Partner with the Canal Policy Working Group and other stakeholders to implement policies to protect renters and low-income earners from increasing housing prices and uncertain economic conditions to support maintaining and improving our housing base and reduce likelihood of homelessness.
- Issue new Notice of Funding Availability (NOFA) to facilitate new housing using the City's Affordable Housing Trust Fund.
- Continue to support the countywide Coordinated Entry system and our commitment to ending chronic and veteran homelessness
- Refine and evolve our response to homelessness based on pilot efforts, new learnings, leveraged investments, emerging best practices, and shifting realities on the street, such as encampments
- Play a leadership role regionally by working with local nonprofits, other governmental agencies, philanthropy, the business community, and other stakeholder groups to ensure an equitable, countywide response to homelessness and affordable housing



SUSTAINABILITY, CLIMATE CHANGE, & DISASTERS

- Seek grant funding to launch a community-driven adaptation planning process based in social equity to address and reduce the impacts of climate change, such as sea level rise, storm events, extreme heat, and fires.
- Collaborate with the Transportation Authority of Marin and other community partners to develop an electric vehicle (EV) strategy for San Rafael, including increasing EV's and EV charging infrastructure at City facilities and in the community.
- Convene a time-limited facilitated working group to identify opportunities and priorities to support San Rafael's business ecosystem to reduce greenhouse gases and become more resilient while growing good quality jobs and inclusionary employment.
- Continue implementing the Wildfire Prevention and Protection Action Plan including expanding coordination of wildfire prevention and response planning with County fire agencies, community groups, FireSafeMarin, and other stakeholders. Use Marin Wildfire Prevention Authority funding to create a safer and more resilient community through wildfire prevention and mitigation strategies, projects, and programs (e.g. egress/escape routes) while also considering ecologically sound practices like habitat protection and carbon resource management.

CITY SERVICE AREAS



Services provided by
the City of San Rafael

GOAL A: NEIGHBORHOOD AND ECONOMIC VITALITY

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

City Service Examples

- Review and approve new developments
- Business retention, expansion, and attraction
- Facilitate new housing units of all types
- Reduce the number of people losing their housing & increase rates of homelessness resolution
- Conduct building/safety inspections and permitting including the Housing Inspection Program (HIP)
- Manage public parking program
- Climate change/sustainability programs

- Improve online permitting and plan checking to make it easy to apply for a permit with a process that is streamlined and frictionless, where multiple departments can collaborate on applications, with easy integration with other systems.
- Research and implement virtual building inspections to improve efficiency and service.
- Provide ongoing support to maintain the Cannabis Program including creating an out-of-town delivery registry and providing an additional application licensing round for remaining delivery, manufacturing, testing laboratory and distribution licenses.
- Prioritize implementation of key General Plan 2040 programs including neighborhood planning, economic vitality, and improving and preserving public assets.
- Streamline the Planning Division review of City Business Licenses by providing real-time information on zoning and allowable business types based on address. This tool will enhance the ability for local businesses to quickly determine where they can establish a business.
- Create new digital content supporting local businesses through the Life in San Rafael small business campaign. The Life in San Rafael campaign's goal is to capture the diversity, tastes, experiences and nuances that make San Rafael great and share it with others.



GOAL B: QUALITY OF LIFE

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

City Service Examples

- Libraries - books, computers, digital materials, community events, film screenings
- Community Centers - recreation, programs, classes, activities, pool
- Childcare - preschool and school-age
- Cultural center - art exhibits, gardens
- Parks - park rentals, fields, courts, playgrounds

- Create a Parks and Recreation Master Plan to better determine the City's related goals and priorities in collaboration with the City's Park and Recreation Commission. This will help identify future projects and how resources should be utilized.
- Finish conceptual design for the Library and Community Center at Albert Park. Identify preferred site location and develop a funding strategy for the new Downtown Library.
- Begin implementation of Age-Friendly Strategic Action Plan 2020-2023 that may include conducting ageism trainings; assisting with the production and assistance of emergency preparedness materials; exploring and increasing opportunities for the employment for older adults and providing community education on the cost of residential care, and civic participation.
- Building upon lessons learned and virtual success during the pandemic, continue to develop virtual library program offerings and creatively identify ways to provide new and innovative virtual experiences.
- Work with residents and businesses to enable more regular cleanup efforts and community-driven solutions to reduce the upstream causes of litter and to explore having neighborhood "green teams".
- Submit the Prop 68 Per Capita grant application to replace the Sun Valley Playground; and finalize project scope and design.
- Improve the appearance of public parking facilities by collaborating with local artists and art groups.



GOAL C: PUBLIC SAFETY

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

City Service Examples

- Fire - Emergency response and advanced life support care, wildfire and structure fire response and prevention, commercial and residential inspection programs
- Police - protect life and property, traffic enforcement, crime prevention, mental health outreach
- Disaster Preparedness - Emergency Management, Planning/Coordination and Disaster Recovery, community preparedness and education, vegetation management, defensible space, and evacuation tools

- Examine emergency medical services delivery in San Rafael to ensure the highest-quality care is provided and the appropriate resources are provided in a responsible and effective manner for the increasing demands for service.
- Provide resiliency training for front line personnel on behavioral health and well-being topics, facilitate peer support program, and improve screenings for cancer/cardiac health.
- Partner with County of Marin to expand mobile crisis team approach to increase mental health and crisis support and the unique needs of the involved parties including social and racial equity issues.
- Continue to improve the City's multi-hazard and all-risk capabilities by developing and updating Emergency Operation Plans (EOP) and annexes, seeking improvements to infrastructure, and providing regular training and exercise opportunities through collaboration among emergency management personnel, non-government organizations, and various stakeholders.
- Continue evaluating policing practices through an equity lens and make modification to policies as needed. Develop and implement strategies to attract Black, Indigenous, people of color (BIPOC) and female candidates to increase diversity in the workforce.
- Improve safety and seismic resistance at Fire Stations 54 and 55 while ensuring the renovations address needs now and into the foreseeable future.



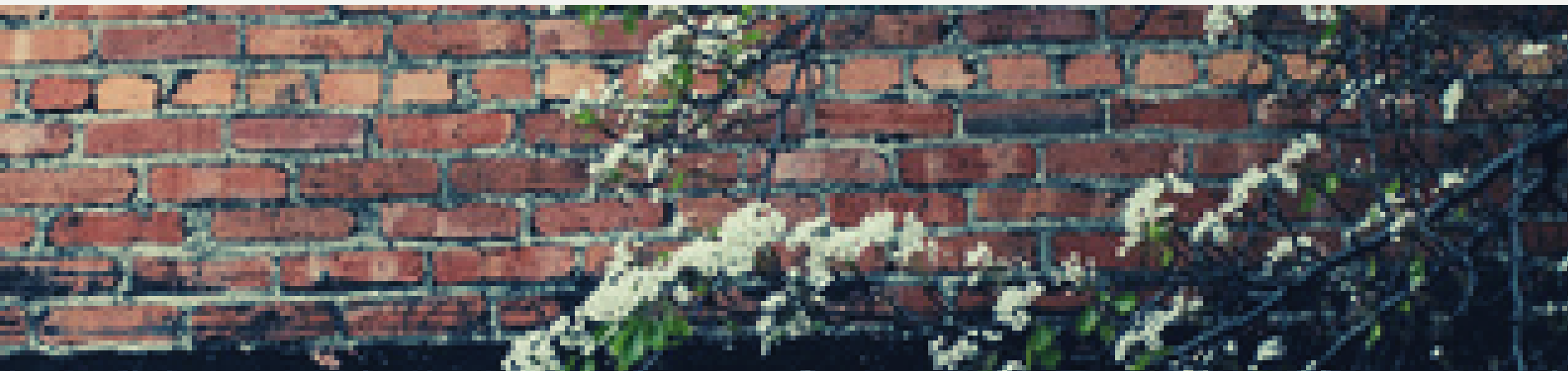
GOAL D: PUBLIC ASSETS

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

City Service Examples

- Pave and maintain roadways
- Keep parks and playgrounds clean and safe
- Clear drains, creeks, and pumps free of debris
- Provide safe multi-modal transportation options including biking, walking, and public transportation
- Manage traffic signal lights and street lights
- Maintain City owned buildings

- Reconstruct and rehabilitate Third Street to benefit motorists and improve the safety for bicyclist and pedestrians.
- Continue collaborating with the County of Marin and regional partners to expand the Canal WiFi network to the northwest end of the neighborhood.
- Continue traffic signal upgrades on Fifth Avenue and Fourth Street and expand connectivity to the North San Rafael traffic signal system.
- Create and adopt a City of San Rafael Street Tree Ordinance to clarify responsibility and maintenance of trees within the right of way.
- Complete construction of the Southern Heights Bridge.
- Support the Golden Gate Bridge, Highway and Transportation District in relocating the San Rafael (Bettini) Transit Center.
- Form a South East San Rafael Parking Task Force to review options and make improvements to the use of existing and new parking supply to improve parking conditions in all neighborhoods.
- Aggressively pursue federal funding in the US Army Corps of Engineers FY 2022 Workplan for the full dredging of the San Rafael Channel.



GOAL E: FOUNDATIONAL SERVICES

Sustain organizational viability and exemplary service through short and long-term financial success, organizational excellence and succession planning, and technology to improve efficiency and service levels

City Service Examples

- Ensuring fiscal responsibility and accountability
- Support local elections and the public record
- Issue City Business Licenses
- Support Boards and Commissions
- Support Goals A-D through professional services including human resources, legal, finance, and digital services

- Complete redistricting process using 2020 U.S. Census data to ensure voting district boundaries maintain equal number of voters and adjust district maps as necessary.
- Establish procedures and implement hybrid meeting model for City Council Chamber meetings so the public can attend virtually, even after meetings return in person. Develop procedures for other meeting locations based on need and resources.
- Evaluate our Boards and Commissions to ensure they provide relevant input and continue to reflect the diversity in our community. Create guidelines to standardize Boards and Commissions meetings to promote easier community engagement.
- Plan and prepare for new Enterprise Resource Planning (ERP) implementation to better organize and integrate department functions.
- Update and roll out a new Master Fee Schedule citywide to ensure the City is recovering its cost for those services.
- Continue next phases of internal "Together San Rafael" efforts including improvements to: employee recognition, employee experience including on-boarding and mentoring, and innovation learning labs.



MEASURING PROGRESS

The City of San Rafael is in the process of formalizing a data-driven approach to the implementation of the goals and objectives contained in this document. Current city goals and objectives focus on high level policy priorities, such as Economic Recovery and Racial Equity, as well as specific projects and initiatives that the City will undertake in service of those policy priorities.

Today, we have identified the following needs:

1. We would like more clarity into how progress is being made against goals and objectives. How do we know if we're on track?
2. While projects are thematically related to Council's policy priorities, we would like a way to measure the impact of short-term project-based work against long term policy objectives. How do we know if we are moving the needle?

In the future, the City would like to be able to:

- Establish meaningful objectives and align key indicators or measures with them.
- Elevate measures beyond workload (outputs), and tie outputs to outcomes.
- Align projects and initiatives to desired outcomes and use data to see if those projects are making a meaningful difference.
- Set targets and stretch goals.

To get started, City staff would:

- Select key goals and begin defining useful measures
- Socialize and get buy-in from staff and elected officials
- Collect and analyze data to determine current state, set baseline measures
- Measure indicators to determine trend lines and impact of key projects and initiatives
- Use data to support decision making and improve performance outcomes

Sample Goal Structure

Here is an example of how the projects and initiatives listed in the 2021-22 Goals and Objectives document, could roll up to time-bound, measurable goals. These goals would in turn, align to the policy focus areas.

Policy Focus Area	Economic Recovery
Definition	Building back our economy stronger and more resilient than before
Goal/Outcome	Grow the number of small businesses per capita by 15% by 2023
Indicator/Metric	Number of small businesses per capita
Related Metrics	<ul style="list-style-type: none"> • Downtown foot traffic • Revenue from parking garages • Business license applications
Project/Initiative	Iterate and evolve successful COVID-19 inspired business support programs including Dining Under the Lights, outdoor parklets, downtown market, and year round Shop San Rafael campaigns.
Activity/Output	<ul style="list-style-type: none"> • Bi-weekly social media campaign to promote Dining Under the Lights • SBA Loan program outreach to small business owners • Partner with the Chamber of Commerce on community events

INTENSITY - COST AND PEOPLE

Economic Recovery

Goals	\$	👤
Economic Recovery Plan	\$\$	ΩΩΩ
General business support	\$	ΩΩ
Economic dev. programs	\$\$\$	ΩΩΩ
Business support programs	\$	ΩΩ
Revenues for economic dev.	\$	ΩΩ

Racial Equity

Goals	\$	👤
"Not in Our Town" (NIOT)	\$	Ω
Internal city equity audit	\$\$\$	ΩΩΩΩ
Racial equity trainings	\$	ΩΩΩΩ
Public art process	\$	ΩΩ
Racial and Identity Data	\$	Ω

Housing and Homelessness

Goals	\$	👤
Update to Housing Element	\$\$\$	ΩΩΩ
Protect low-income renters	\$	ΩΩ
Facilitate new housing	\$\$\$	ΩΩ
Support Coordinated Entry	\$\$	ΩΩ
Homelessness programs	\$\$\$	ΩΩΩ

Sustainability, Climate Change, and Disasters

Goals	\$	👤
Adaptation planning	\$\$\$\$	ΩΩΩΩ
Electric vehicle (EV) strategy	\$\$	ΩΩ
Greenhouse gas reduction	\$	ΩΩ
Wildfire Prevention Plan	\$\$\$\$	ΩΩΩΩ

Goal A: Neighborhood and Economic Vitality

Goals	\$	👤
Online permitting	\$\$\$	ΩΩΩ
Virtual building inspections	\$	ΩΩ
Cannabis Program	\$	Ω
Implement General Plan 2040	\$	ΩΩΩ
Business licenses	\$	ΩΩ
Life in San Rafael	\$	ΩΩ

Goal B: Quality of Life

Goals	\$	👤
Parks and Rec. Master Plan	\$\$\$	ΩΩ
New Downtown Library	\$\$	Ω
Age-Friendly Strategic Plan	\$	ΩΩΩΩ
Virtual Library Programs	\$	Ω
Reduce Litter	\$	ΩΩ
Sun Valley Playground	\$\$\$\$	ΩΩ
Public parking facilities art	\$	ΩΩ

Goal C: Public Safety

Goals	\$	👤
Emergency medical services	\$	ΩΩ
Resiliency training	\$	ΩΩ
Expand mobile crisis team	\$\$\$	ΩΩ
Multi-hazard capabilities	\$\$	ΩΩ
Diverse workforce	\$	ΩΩ
Fire Stations 54 and 55	\$\$\$\$	ΩΩ

Key

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

Goal D: Public Assets

Goals	\$	👤
Improvements on Third Street	\$\$\$\$	Ω
Expand the Canal Wi-Fi	\$\$\$	ΩΩΩ
Traffic signal upgrades	\$\$\$	ΩΩ
Street Tree Ordinance	\$	ΩΩ
Southern Heights Bridge	\$\$\$\$	ΩΩ
San Rafael Channel dredging	\$\$\$\$	ΩΩ

Goal E: Foundational Services

Goals	\$	👤
Complete redistricting process	\$\$	ΩΩ
Ensure hybrid meeting model	\$\$	ΩΩ
Boards and Commissions	\$	ΩΩ
Enterprise Resource Planning	\$\$\$\$	ΩΩΩΩ
Master Fee Schedule	\$\$	ΩΩΩΩ
"Together San Rafael"	\$	ΩΩΩΩ

COVID-19 Accomplishments

These represent a few of the many COVID-19 related accomplishments completed in a year like no other.

- All City Council meetings were streamed live to Youtube with ability to provide comment through the "chat" feature
- Community Development launched online permitting and a virtual public counter
- Code Enforcement completed approximately 400 Covid-related compliance inspections
- The City narrowed the digital equity gap in San Rafael through the development of the Canal Wi-Fi Network in collaboration with the County of Marin, San Rafael City Schools, and Canal Alliance to provide free access to the internet
- Economic Development provided EOC COVID-19 business support during the pandemic, including administering the San Rafael Small Business Disaster Grant program, providing ongoing updates on reopening milestones, vaccine information, and access to capital and federal, state local relief programs
- The City developed programs that help business adapt to COVID-19 reopening protocols including curbside pick-up, parklets/outdoor dining opportunities, consumer health and safety compliance signage
- The City Council adopted an urgency ordinance enacting a temporary moratorium on rent increase for tenants residing in certain residential units in areas most disproportionately impacted by COVID-19
- The Library provided curbside library services at the Downtown and Pickleweed libraries
- The Library and Recreation Department created an array of virtual programming including storytime and other age appropriate programs using Facebook Live, YouTube, and Zoom
- The Library and Recreation Department partnered with the Marin County Office of Education to provide essential Learning Hubs to San Rafael students in elementary through high school at the Albert J. Boro and San Rafael Community Centers
- The City's childcare program provided childcare for essential workers through a partnership with the County of Marin, the YMCA, Community Action Marin, and the Marin County Office of Education
- The City partnered with the SF Marin Food Bank to utilize the Albert J. Boro Community Center as a weekly food distribution site
- The Sustainability and Volunteer program created an older adult COVID-19 wellness check program co-implemented with the Library and Childcare that was used as a model by the State to develop their Social Bridging program which Marin County now subscribes to

ACCOMPLISHMENTS

In a year that was dominated by COVID-19, here are a few Non-COVID related accomplishments that were completed in the City.

- The City partnered with the County to launch Project Roomkey, which increased shelter capacity by over 50%
- The City Council passed an ordinance approving renter relocation assistance for those living in the Canal Opportunity Zone
- The Library and Recreation Department increased promotion to Spanish speaking patrons through bilingual content posted to the Library's social media accounts and through a Spanish email newsletter
- Parking Services successfully relocated from a leased location to City Hall, resulting in approximately \$50,000 in annual savings
- The Police Department worked with the community to revise its use of force policy including the banning of the use of the Carotid Restraint and enhancing use of de-escalation techniques
- The Police Department developed a curriculum and delivered implicit bias training to call takers and dispatchers to recognize when community members request calls for service which may be racially motivated
- The City Council adopted changes to the City's Inclusionary housing policies to get more affordable housing units built
- The City improved Spanish-language community engagement practices through increased translation support and outreach coordination with community partners
- Public Works completed construction of the Public Safety Center and Fire and Police moved in August, 2020
- The City Council accepted and the Fire Department began implementing the Wildfire Prevention and Protection Action Plan (WPPAP)
- Partnering with Coordinated Entry, placement rates for people experiencing chronic homelessness increased by over 50%. 300 people have been housed since October 1, 2017, with over 90% of those people still housed
- Public Works completed the modernization of 44 traffic signals in the Downtown
- Public Works major capital improvement projects including: Phase II of the Multi-use Pathway on Francisco Blvd West, traffic signal upgrades at 3rd/Hetherton, and the resurfacing of Smith Ranch Road/Lucas Valley Road
- The City transitioned to Renewable Diesel for all our DPW and Fire trucks
- The City partnered with CalFire, and various state and local organizations to plant over 100 trees with community volunteers
- The City completed the first phase of illegal dumping pilot project and launched phase two with an interdepartmental Together San Rafael Team
- The City worked with the community on the successful passage of Measure C (wildfire prevention) and Measure R (general services)

RESOLUTION NO.

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL
APPROVING THE CITYWIDE BUDGET AND CAPITAL IMPROVEMENT
PROGRAM FOR THE FISCAL YEAR 2021-2022 AND PROVIDING FOR THE
APPROPRIATIONS AND EXPENDITURE OF ALL SUMS SET FORTH IN
THE BUDGET IN THE AMOUNT OF \$127,789,398**

WHEREAS, on April 30, 2021, the San Rafael City Council conducted a Study Session with public discussion of Goals and Objectives for the fiscal year July 1, 2021 - June 30, 2022; and

WHEREAS, on May 3, 2021, City staff submitted to the San Rafael City Council at its regular meeting a Preliminary Capital Improvement Program for the fiscal year July 1, 2021 – June 30, 2022; and

WHEREAS, on June 7, 2021, City staff presented to the San Rafael City Council at its regular meeting the proposed City-wide Operating budget for the fiscal year July 1, 2021 – June 30, 2022; and

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

WHEREAS, it is the intention of this Council to adopt the Proposed Budget submitted by the City Manager as the approved budget for the fiscal year 2021-2022; and

WHEREAS, it is the intention of this Council to carry forward unspent capital projects resources funded in fiscal year 2020-2021 to complete the balance of these projects in the 2021-2022 fiscal year; and

WHEREAS, it is the intention of this Council to carry forward unspent operational funds from fiscal year 2020-2021 encumbered through approved, active purchase orders to complete the balance of these purchases in the 2021-2022 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, 2021 through June 30, 2022, is hereby adopted, with net appropriations of \$127,789,398. General Fund operational uses total \$89,562,734 as presented in Exhibit II attached hereto and incorporated herein. A total of \$928,586 is appropriated for General Plan support, \$29,736,654 is appropriated for special revenue and grant

activities, \$4,884,424 for the parking enterprise, \$1,497,817 for capital projects, and \$19,193,477 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 2021-2022.
3. The Capital Improvement Program and projects presented for implementation in fiscal year 2021-2022 are hereby approved.
4. The budget has unfrozen all previously frozen positions and removed furloughs while keeping Full Time Equivalent positions at 411.73, authorized positions, as presented in Exhibit III, attached hereto and incorporated herein.
5. The City of San Rafael will carry forward unspent capital project funds from fiscal year 2020-2021 and reappropriate these funds in fiscal year 2021-2022 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 2020-2021 or prior fiscal years.
6. 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.
7. 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 21st day of June 2021, by the following vote, to wit:

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

LINDSAY LARA, City Clerk

CITY OF SAN RAFAEL
CONSOLIDATED FUNDS

FY 2021-22 PROJECTED BUDGET		June 30, 2021	Total			Total			June 30, 2022
FUND NAME	Projected Balance	Operating and Capital Revenue	Transfers In	Total Resources	Operating and Capital Budget	Transfers to Other Funds	Total Appropriations	Projected Balance	
GENERAL OPERATING FUNDS:									
001	General Fund Available Balance	4,488,368	\$87,861,080	\$1,755,022	\$89,616,102	87,562,734	\$2,000,000	\$89,562,734	\$4,541,737
218	General Plan Special Revenue Fund	1,015,042	1,136,203		1,136,203	928,586		928,586	1,222,659
SPECIAL REVENUE & GRANT FUNDS:									
205	Storm Water Fund	729,468	834,456		834,456	1,145,725		1,145,725	418,199
206	Gas Tax	3,456,912	5,528,495	-	5,528,495	4,201,062	635,000	4,836,062	4,149,345
207	Development Services	1,224	225		225	-		-	1,449
208	Child Care	128,153	4,201,219		4,201,219	4,242,239		4,242,239	87,133
210	Paramedic/EMS	787,219	8,575,845		8,575,845	8,561,588	-	8,561,588	801,476
216	Cannabis	325,973	500,000		500,000	500,000		500,000	325,973
217	State Lands Fund	298,182	37,576		37,576	-		-	335,758
222	Recreation Revolving	276,445	1,887,462	2,000,000	3,887,462	4,028,762		4,028,762	135,145
223	Household Haz. Waste Fund	386,675	184,443		184,443	176,919		176,919	394,199
228	Hazardous Materials Fund	55,251			-			-	55,251
234	Pt. San Pedro A.D. Maintenance Portion	129,302	158,013		158,013	185,200		185,200	102,115
235	Baypoint Lagoons L & L Assessment District	209,692	24,533		24,533	229,378		229,378	4,847
236	Loch Lomond CFD #10	781,403	25,598		25,598	19,148		19,148	787,853
237	Loch Lomond Marina CFD #2	505,900	80,851		80,851	131,210		131,210	455,541
240	Parkland Dedication	332,985	671		671	-		-	333,656
241	Measure A Open Space	500,203	472,679		472,679	723,350		723,350	249,532
242	Measure C Wildfire Prevention	88,882	1,826,452		1,826,452	1,817,118		1,817,118	98,216
495	Low and moderate Income Housing Fund	979,696	2,454		2,454	95,000		95,000	887,150
LIBRARY AND FALKIRK:									
214	Library Revolving	135,438	8,293		8,293	40,000		40,000	103,731
215	Library Special Assessment Fund	1,107,221	1,101,828		1,101,828	1,224,045		1,224,045	985,004
	Library Fund	1,242,659	1,110,120	-	1,110,120	1,264,045	-	1,264,045	1,088,734
PUBLIC SAFETY:									
200	Abandoned Vehicle	26,315	75,000	85,000	160,000	171,465		171,465	14,850
202	Asset Seizure	1,637			-	-		-	1,637
204	Crime Prevention	4,473			-	-		-	4,473
230	Youth Services - Police	88,474	15,000		15,000	25,005		25,005	78,469
	Public Safety Fund	120,900	90,000	85,000	175,000	196,470	-	196,470	99,430
TRAFFIC AND HOUSING:									
243	Affordable Housing in lieu	4,389,137	869,881		869,881			-	5,259,017
245	Housing & Parking In-lieu	362,413	708		708			-	363,121
246	East S.R. Traffic Mitigation	1,797,944	2,975		2,975	308,837		308,837	1,492,082
	Traffic & Housing Mitigation Funds	6,549,494	873,564	-	873,564	308,837	-	308,837	7,114,221
GRANT:									
201	A.D.A.. Access Projects	-	-		-	-		-	-
260	Pickleweed Childcare Grant	220,934	386,352		386,352	434,398		434,398	172,888
281	Public Safety Grants	489,790	400,000		400,000	721,200		721,200	168,590
283	Grant-Other	143,267	99,250		99,250	120,005		120,005	122,512
	Grant Funds	853,990	885,602	-	885,602	1,275,603	-	1,275,603	463,990
SPECIAL REVENUE & GRANT FUND TOTAL		18,740,607	27,300,258	2,085,000	29,385,258	29,101,654	635,000	29,736,654	18,389,211

CITY OF SAN RAFAEL
CONSOLIDATED FUNDS

FY 2021-22 PROJECTED BUDGET FUND NAME	June 30, 2021 Projected Balance	Total			Total			June 30, 2022 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	151,695	-	-	-	-	-	151,695
304	Peacock Gap Assessment District	2,875	-	-	-	-	-	2,875
306	Mariposa Assessment District	16,573	-	-	-	-	-	16,573
Var.	Assessment District Projects	302,890	-	-	-	-	-	302,890
ASSESSMENT DISTRICT TOTAL		474,033	-	-	-	-	-	474,033
CAPITAL PROJECT FUNDS:								
401	Capital Improvement	1,768,229	9,850	9,850	1,393,886	-	1,393,886	384,193
405	Open Space Acquisition	121,120	257	257	-	-	-	121,377
406	Bedroom Tax	103,107	220	220	-	-	-	103,327
407	Parks Capital Projects	17,224	-	-	-	-	-	17,224
420	Measure E - Public Safety Facilities	3,578,097	17,695	17,695	103,931	-	103,931	3,491,861
CAPITAL PROJECT FUND TOTAL		5,587,777	28,023	28,023	1,497,817	-	1,497,817	4,117,983
ENTERPRISE FUND:								
501	Parking Services-Cash Beg.Bal	1,937,545	3,341,546	3,341,546	4,363,215	521,209	4,884,424	394,667
ENTERPRISE FUND TOTAL		1,937,545	3,341,546	-	3,341,546	4,363,215	521,209	4,884,424
INTERNAL SERVICE FUNDS:								
227	Sewer Maintenance	-	3,128,628	3,128,628	3,128,624	-	3,128,624	4
600	Vehicle Replacement-Cash Beg.Bal	2,026,019	1,205,434	1,205,434	1,200,000	-	1,200,000	2,031,453
601	P.C. Replacement	1,129,269	2,002,102	2,002,102	2,146,105	-	2,146,105	985,266
602	Fire Equipment Replacement	977,707	133,047	133,047	131,000	-	131,000	979,754
603	Building Improvement-Cash Beg.Bal	873,812	1,001,652	1,001,652	540,098	-	540,098	1,335,366
604	Employee Benefits	293,517	703,492	703,492	991,759	-	991,759	5,250
605	Liability Insurance	1,024,412	1,775,494	1,775,494	2,528,985	-	2,528,985	270,921
606	Workers Compensation Insurance	928,602	2,402,621	2,402,621	2,017,859	-	2,017,859	1,313,364
607	Dental Insurance	254,276	499,136	499,136	495,000	-	495,000	258,412
608	Radio Replacement	4,366	713,526	713,526	748,499	-	748,499	(30,607)
609	Telephone/Internet	161,390	484,163	484,163	487,735	-	487,735	157,818
611	Employee Retirement	2,695,390	6,708	6,708	4,000	683,813	687,813	2,014,285
612	Retiree Health Benefit OPEB-Cash Beg.bal	359,213	4,259,187	4,259,187	3,960,000	-	3,960,000	658,400
613	Police Equipment Replacement Fund	251,286	37,033	37,033	130,000	-	130,000	158,319
INTERNAL SERVICE FUND TOTAL		10,979,259	18,352,224	-	18,352,224	683,813	19,193,477	10,138,006
TRUST AND AGENCY FUNDS:								
712	Library Fiduciary	2,347,402	5,051	5,051	-	-	-	2,352,453
TRUST & AGENCY FUND TOTAL		2,347,402	5,051	-	5,051	-	-	2,352,453
COMBINED FUNDS TOTAL		45,570,034	138,024,384	3,840,022	141,864,406	3,840,022	145,803,692	41,630,749
LESS: INTERFUND TRANSFER				(3,840,022)	(3,840,022)	(3,840,022)	(3,840,022)	
LESS: INTERNAL SERVICE CHARGES			(14,174,272)		(14,174,272)	(14,174,272)	(14,174,272)	
NET TOTALS FY 2020-2021		45,570,034	123,850,112	-	123,850,113	127,789,398	127,789,398	41,630,749

**GENERAL FUND
PROPOSED BUDGET FY 2021-2022**

EXHIBIT II

**GENERAL FUND
REVENUES & OTHER OPERATIONAL SOURCES**

Taxes

Property Tax and related	\$ 22,606,360
Sales Tax	22,494,401
Sales Tax -Measure E	12,826,295
Sales Tax -Measure R	4,274,765
Franchise Tax	4,133,700
Business Tax	2,640,000
Transient Occupancy Tax	2,400,000

Other Agencies

CSA #19 Fire Service	2,328,422
VLF Backfill	6,350,000
Other Agencies (Prop 172, Owner Prop Tax, State Mandate, Other agencies)	1,296,725

Other Revenues

Permits & Licenses (building, electrical, encroachment, use, alarm)	2,902,778
Fine & Forfeitures (traffic, vehicle, etc.)	182,100
Interest & Rents (investment earnings, rents, etc.)	273,800
Charges for Services (includes dev't fees and plan review)	2,372,983
Other Revenue (damage reimbursements, misc income)	778,750

Sub-total: Revenues **\$ 87,861,080**

TRANSFERS IN

Assessment District reimbursements	
from Gas Tax	550,000
from Parking Services Fund - Admin. cost	521,209
from Measure E for 2018 Lease Revenue Bond	
from Employee Retirement Fund - POB debt payment	683,813

Sub-total: Transfers In **\$ 1,755,022**

TOTAL SOURCES **\$ 89,616,102**

EXPENDITURES AND OTHER OPERATIONAL USES

Expenditures by Department

Finance	7,098,718
Non-Departmental	3,788,776
City Manager/City Council	2,850,879
City Clerk	590,334
Digital Services	1,465,798
Mgt Serv: Adm,HR	512,363
City Attorney	1,175,877
Community Development	5,472,187
Police	25,675,569
Fire	21,385,526
Public Works	13,767,228
Library	3,084,017
Economic Development	695,462

Sub-total: Expenditures **\$ 87,562,734**

OPERATIONAL TRANSFERS OUT

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

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

TOTAL USES **\$ 89,562,734**

NET OPERATING RESULTS **\$ 53,368**

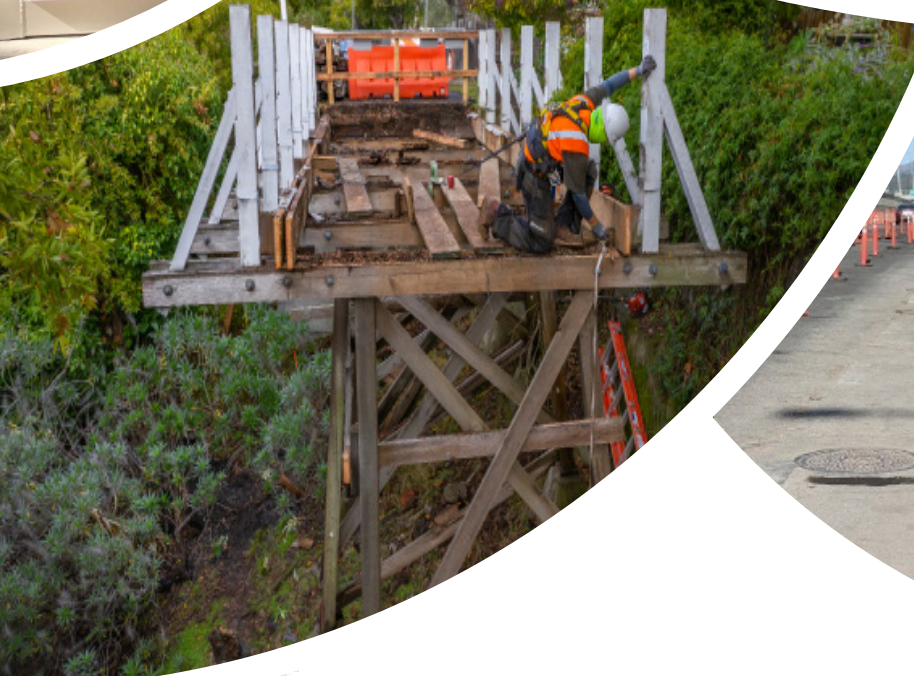
**CITY OF SAN RAFAEL
Authorized Positions**

EXHIBIT III

Departments	Final 2010-2011	Final 2011-2012	Final 2012-2013	Final 2013-2014	Final 2014-2015	Final 2015-2016	Final 2016-2017	Final 2017-2018	Final 2018-2019	Final 2019-2020	Adopted 2020-2021	Mid-Year Changes 2020-2021	Final 2020-2021	Proposed 2021-2022
Regular														
Community Development	20.75	18.25	18.25	17.80	17.80	19.80	20.00	21.00	21.00	21.75	21.75	-	21.75	21.75
Community Services	61.16	59.82	59.02	60.25	60.82	60.84	60.94	60.94	60.94	56.41	56.41	-	56.41	56.41
City Attorney	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	-	3.50	3.50
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	7.70	8.50	8.50	9.56	9.56	11.56	13.56	13.56	13.56	12.56	12.56	-	12.56	12.56
Economic Development (former RDA)	5.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	2.00	2.00	-	2.00	2.00
Finance	10.00	10.00	10.00	10.00	11.72	12.72	12.72	11.72	11.72	11.72	11.72	-	11.72	11.72
Fire	76.00	75.00	76.00	79.00	81.75	81.75	81.75	82.35	82.35	82.00	82.00	5.00	87.00	87.00
Library	26.68	21.74	21.74	23.41	23.41	23.41	23.41	23.41	23.41	21.66	21.66	-	21.66	21.66
Management Services	31.15	28.23	26.23	26.33	27.33	27.83	27.33	29.33	29.33	30.33	29.63	-	29.63	29.63
Police	90.00	87.00	87.00	89.00	90.00	92.00	92.80	92.00	92.00	93.30	94.50	-	94.50	94.50
Public Works	62.80	62.00	60.00	61.00	62.00	62.00	63.00	66.67	66.67	68.00	68.00	1.00	69.00	69.00
Sub - Total Regular Positions	396.74	379.04	375.24	384.85	392.89	400.41	404.01	409.48	409.48	405.23	405.73	6.00	411.73	411.73
Change from previous year	7.97		(3.80)	9.61	8.04	7.52	3.60	5.47	-	(2.50)	0.50	5.50	6.00	-
Authorized, unbudgeted - extended absence/no cost					1.00	2.00	2.00	1.00	1.00	-	-	-	-	-
Total Authorized Positions	399.72	379.04	375.24	384.85	393.89	402.41	406.01	410.48	410.48	405.23	405.73	6.00	411.73	411.73

General Notes:

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



SAN RAFAEL

THE CITY WITH A MISSION

CAPITAL IMPROVEMENT PROGRAM

FY 21/22 - 23/24

This page intentionally left blank.



SAN RAFAEL

THE CITY WITH A MISSION

Capital Improvement Program
FY 2021-22 to FY 2023-24

City Council

Kate Colin, Mayor

Maika Llorens Gulati, District 1 Councilmember

Eli Hill, District 2 Councilmember

Maribeth Bushey, District 3 Councilmember

Rachel Kertz, District 4 Councilmember

Table of Contents

Section I. Overview	5
Background	5
CIP Process and Project Selection	5
Section II. Project Funding.....	8
Fund Types	8
Fiscal Year 2021-22 Funding and Revenue Update.....	9
FY 2020-21 Grant Activities.....	10
Federal.....	10
State	10
Local	11
Section III. FY 20/21 Completed Projects	16
Section IV: Upcoming Projects; Project Description and Budget Details	20
FUND 205: STORMWATER FUND	20
FUND 206: GAS TAX	23
FUND 208: CHILDCARE FUND	32
FUND 241: MEASURE A – PARKS	33
FUND 246: TRAFFIC MITIGATION FUND	35
FUND 420: MEASURE E – ESSENTIAL FACILITIES	39
FUND 603: BUILDING MAINTENANCE	40
Section V: Rating Categories and Project Ratings	44
Section VI: Project Funding Tables.....	49

Section I. Overview

Background

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

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

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

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

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

CIP Process and Project Selection

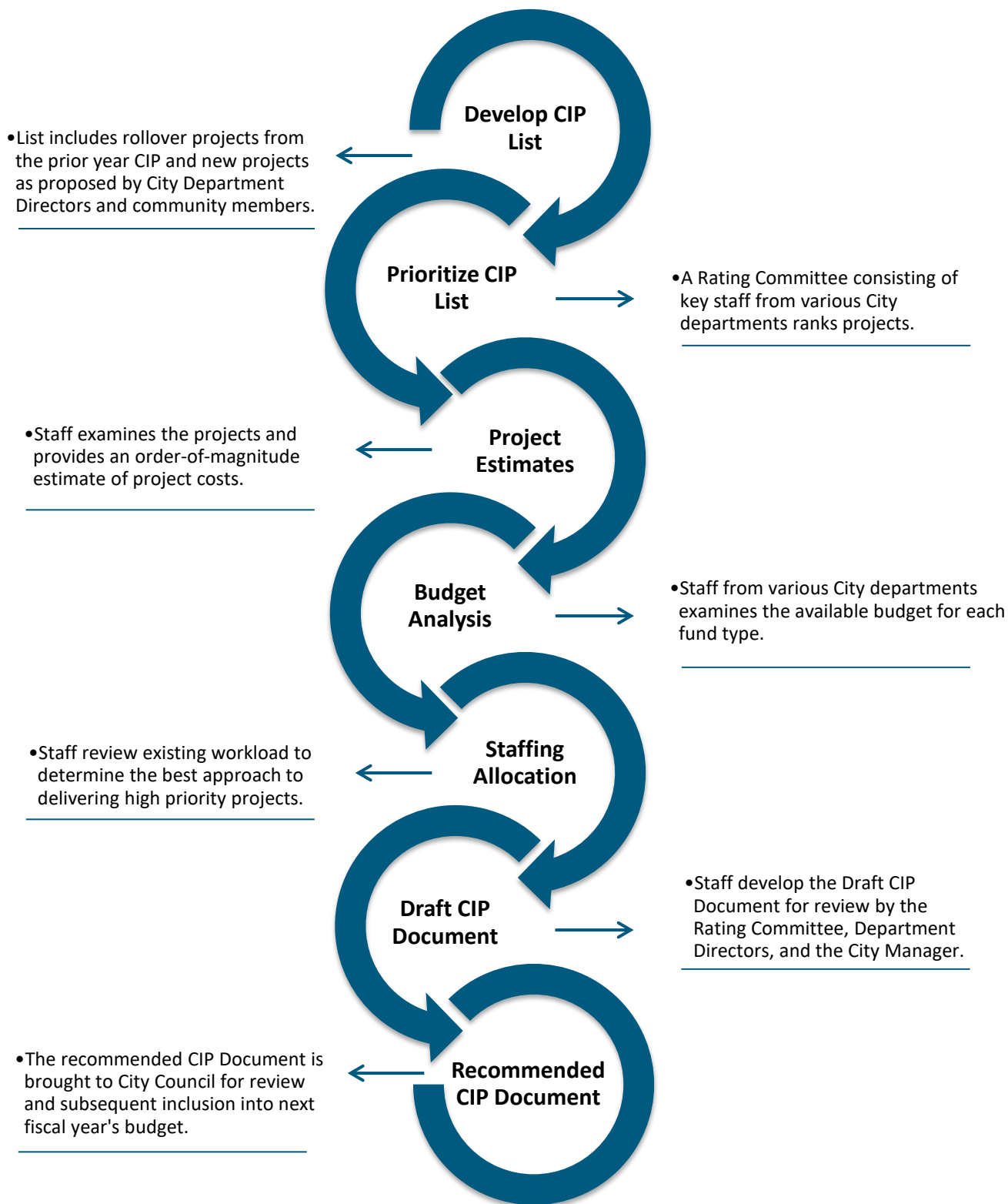
Projects identified in the CIP are primarily driven by staff evaluation or engineering studies and/or reports such as the 2018 Bicycle and Pedestrian Master Plan (BPMP). City staff also receive input from community members, the City Council, Department Directors, and commissions such as the Parks and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

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

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

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

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



Section II. Project Funding

Fund Types

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

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

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

Fiscal Year 2021-22 Funding and Revenue Update

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

Beginning in March 2020, the COVID-19 pandemic created severe financial burdens for the City, its residents and businesses. Inevitably, the economic downturn resulted in a reduction of the City’s revenues, impacting CIP funding revenues in Funds 206 (Gas Tax), 208 (Childcare), 241 (Measure A-Parks), and 501 (Parking Services). The CIP for fiscal year 20/21 assumed a 30-percent reduction in gas tax revenues as many sectors of the economy closed and the community sheltered in place. Staff are pleased to report that gas tax revenues were better than forecasted with an additional \$600,000 received above what was anticipated. Unfortunately, this trend did not continue for other City funds.

Staff are not anticipating any revenue reductions in Funds 206 (Gas Tax) or 246 (Traffic Mitigation) this fiscal year and have budgeted accordingly when recommending projects in the CIP. The two funds that continue to be impacted are Funds 208 (Childcare) and 501 (Parking Services). The Library and Recreation Department as well as Parking Services had to suspend or postpone planned CIP projects last fiscal year and will again do the same until revenues return to appropriate levels.

FY 2020-21 Grant Activities

Grants are a critical component of the City's capital project funding. While some grant applications can be completed by a single staff member in a few days, others take months of cross-departmental coordination, extensive public outreach, and consulted expertise. Below is a list of the applications Public Works submitted during this past fiscal year:

Federal

- **Building Resilient Infrastructure and Communities (BRIC) Grant** – The federally managed BRIC program aims to direct federal dollars towards proactive, disaster mitigation projects as opposed to reactive, post-disaster rebuilding. Any mitigation projects identified in a Local Hazard Mitigation Plan are eligible for a 75%-25% federal-local cost share through BRIC. In fall 2020, after extensive cross-departmental collaboration and technical consultation with architects and engineers, Public Works submitted an application for the \$5.8 million seismic and floodproofing of Fire Station 54 located in the Canal neighborhood. However, the application was withdrawn during CalOES' evaluation process since the project fit FEMA's definition of "reconstruction" – which meant it would be limited to receiving only \$150,000 in federal funding, as opposed to 75% of \$5.8m.
- **Highway Safety Improvement Program (HSIP)** – HSIP is a federally funded program intended for local streets & road safety improvement projects. The City submitted two HSIP grant applications in November 2020 based on local traffic collision data. The first was for \$5.6m for improvements to traffic circulation at the intersection of Freitas Parkway at Del Presidio Boulevard and the second was for \$2.4m to make traffic signal improvements on Fourth Street between Lincoln Avenue and A Street.
- **Community Block Development Grant (CDBG):** CDBG is a program providing annual funding through the federal Housing and Urban Development Department (HUD) on a formula basis to states, cities, and counties for development and improvement projects in low and moderate-income neighborhoods. Each year Public Works receives around \$100,000 in CDBG funds to utilize towards capital improvement projects in regions of the City that meet the program's income eligibility. Funds have historically been used for capital projects which specifically benefit the Canal neighborhood.

State

- **Statewide Park Program (SPP) Round Four** – SPP is a highly competitive statewide funding opportunity with the goal of either creating new parks or adding new amenities to existing parks. Only projects in critically underserved communities are eligible; defined based on ratio of park space per 1,000 residents, median household income, and number of people below the poverty level. After six months of cross-departmental coordination and eight public outreach events, Public Works and Recreation staff submitted a SPP application for the Pickleweed Park Enhancements Project seeking approximately \$8.4m to convert the natural

grass soccer fields to synthetic turf and install new recreation amenities. The City will be notified whether the application was successful in fall 2021.

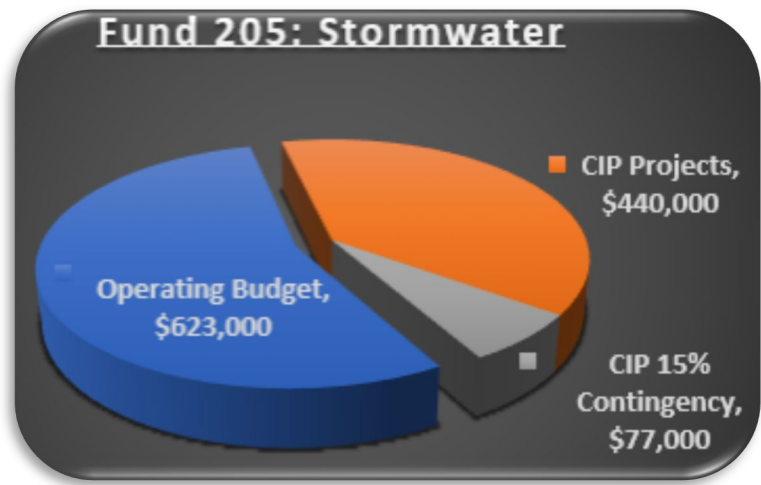
- **State of California Proposition 68 Per Capita Grant** – The Prop 68 Per Capita Grant program provides funds to localities for local park rehabilitation, creation, and infrastructure improvements. Funds are distributed to local jurisdictions based on population size. San Rafael will be receiving \$177,952, which will support replacement of playground equipment at Sun Valley Park.
- **Active Transportation Program (ATP)** – ATP is a highly competitive statewide program created to increase and/or enhance biking and walking, user safety and mobility, public health, and reduce greenhouse emissions. The program also ensures that disadvantaged communities fully share in the benefits. In September 2020, staff applied for \$1,575,000 to fund the Project Approval and Environmental Document (PA&ED) phase for a pedestrian and bicycle bridge crossing the San Rafael Canal between Harbor Street and the Third Street/Embarcadero Way intersection. Unfortunately, in March 2021 the City received notification that it was not successful in securing the grant funding for this project.
- **Office of Traffic Safety (OTS)** – The goal of the California Office of Traffic Safety is to prevent serious injury and death resulting from motor vehicle crashes so that all roadway users arrive at their destination safely. Having reviewed crash data, staff propose to improve Lincoln Avenue between Second Street and Mission Avenue as this corridor experiences a statistically disproportionate number of accidents. In January 2021, the City applied for approximately \$400,000 in funding to support engineering improvements, enforcement by the police, and a robust education/outreach effort.

Local

- **San Francisco Bay Trail Project** – The Association of Bay Area Governments, having received funding from the State Coastal Conservancy, issued a call for applications for trail planning and construction projects that will complete gaps in the San Francisco Bay Trail. In April 2021, staff applied for \$225,000 in funds to subsidize the installation of bicycle facilities on Grand Avenue between Second and Third Streets, which segment constitutes the upper reaches of the designated Bay Trail. Initial responses from Bay Trail staff are positive and staff believes the City is well positioned to have grant funds awarded for this project.
- **Transportation Authority of Marin (TAM) Quick Build Grant:** In spring 2020, in response to the unprecedented impact on local economies from the COVID-19 pandemic, TAM announced a new competitive “Quick Build” grant program designed to provide funding for local jurisdictions to support business, services and institutions in Marin. Funding was made available through the Measure AA ½ cent Transportation Sales Tax, and eligible projects included those that supported active transportation modes and business recovery efforts. San Rafael was awarded \$20,000 to purchase barricades and safety equipment to convert public parking spaces in downtown San Rafael into outdoor dining and recreation areas.

Fund 205: Stormwater

Fund 205 Total Available	\$1,140,000
Operating Budget	\$623,000
CIP Projects	\$440,000
CIP 15% Contingency	\$77,000



Total Available Funds

The 205 Stormwater Fund receives approximately \$840,000 in annual revenues from the City's Stormwater Activity fee. With the past rainy season being less intense than expected, the City is able to rollover additional funds from last fiscal year.

Operating Budget

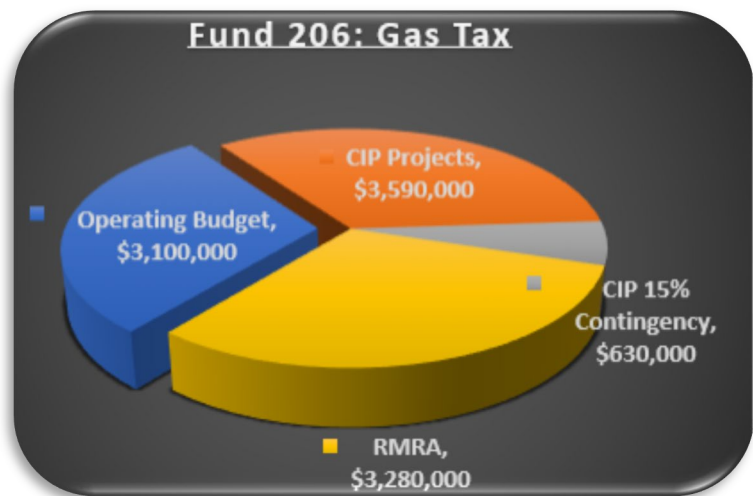
The Operating Budget for Fund 205 covers expenses incurred for the maintenance of the City's drainage system and primarily its stormwater pump stations. Expenses include pump and motor replacement at various stations, generator rentals, utilities, etc.

CIP Projects and Contingency

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

Fund 206: Gas Tax

Fund 206 Total Available	\$10,600,000
Operating Budget	\$3,100,000
CIP Projects	\$3,590,000
CIP 15% Contingency	\$630,000
RMRA	\$3,280,000



Total Available Funds

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

Operating Budget

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

CIP Projects and 15% Contingency

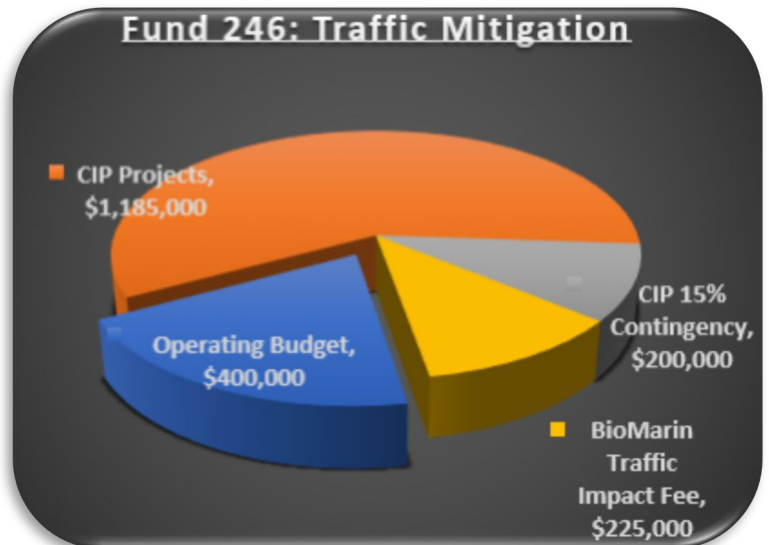
Eligible CIP projects for the 206 Gas Tax Fund include a variety of projects within the public right-of-way such as street resurfacing/restriping, curb ramp installation, pedestrian and bicycle improvements, bridge repair, storm drain improvements, etc. Fifteen percent of the non-operating budget funding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

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

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

Fund 246: Traffic Mitigation

Fund 246 Total Available	\$1,785,000
Operating Budget	\$400,000
CIP Projects	\$1,185,000
CIP 15% Contingency	\$200,000
BioMarin Traffic Impact Fee	\$225,000



Total Available Funds

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

Operating Budget

The Operating Budget for Fund 246 covers the cost of implementing the striping and pavement markings, citywide crosswalk improvements, and miscellaneous contractual costs associated with citywide signalization improvements.

CIP Projects and 15% Contingency

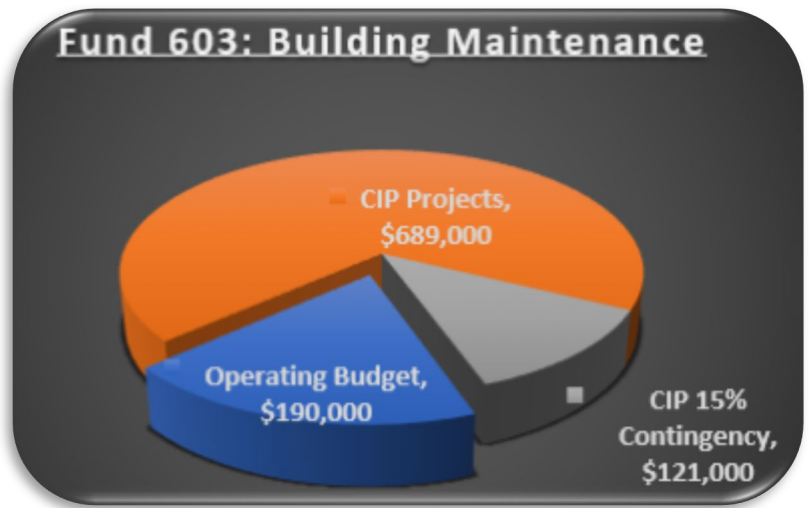
Eligible projects for 246 funds are those specifically identified as circulation improvements in Exhibit 21A of the 2020 General Plan, etc. Fifteen percent of the non-operating budget funding is reserved to account for any small, unanticipated expenses not identified in the CIP document.

BioMarin Traffic Impact Fee

In conjunction with proposed site improvements to occur at 999 Third Street, BioMarin and the City of San Rafael have agreed to impact fees dedicated for transportation improvements. These restricted funds are intended for transportation improvements and not for pedestrian related projects.

Fund 603: Building Maintenance

Fund 603 Total Available	\$1,000,000
Operating Budget	\$190,000
CIP Projects	\$689,000
CIP 15% Contingency	\$121,000



Total Available Funds

The 603 Building Maintenance Fund is an internal revenue fund supported by the City's General Fund. The budget for this fund is set at \$500,000 annually. Additional funding from prior year CIP projects has augmented the budget for this next fiscal year.

Operating Budget

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

CIP Projects and 15% Contingency

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

Section III. FY 20/21 Completed Projects

Francisco Boulevard West Multi-Use Pathway (Rice Drive to Second Street) - Phase II

Phase II of this multi-use pathway project converted Francisco Boulevard West between Second Street and Rice Drive to a one-way southbound street allowing the City to repurpose the other travel lane on the roadway into a bicycle pathway. This project completes the regional bicycle facility from Larkspur to Downtown San Rafael, a long-standing goal of the City.



Smith Ranch Road and Lucas Valley Road Resurfacing

Lucas Valley Road/Smith Ranch Road from Highway 101 to Redwood Highway resides within State of California right-of-way. This project replaced the top layer of asphalt pavement. Additionally, new ADA compliant wheelchair ramps were installed along with new lighting fixtures mounted underneath Highway 101 to better illuminate the roadway.

Francisco Boulevard East Sidewalk Widening

Following years of planning, design, and procurement of funding, the sidewalk along Francisco Boulevard East was widened to provide an approximately 8-foot-wide sidewalk/bike pathway between Vivian Street and Grand Avenue. This facility will serve pedestrians and bicyclists for years to come making access to key destinations much safer.





C and D Street Two-Way Conversion

In conjunction with the opening of the new Public Safety Center, C and D Streets between Fifth Avenue and First Street were converted from one-way to two-way streets. This will allow for better circulation for both the public and emergency response vehicles in our downtown area.

Downtown Traffic Signal Modernization

The traffic signals in the Downtown San Rafael area play a critical role in keeping traffic moving. The Innovative Developments to Enhance Arterials, or IDEA, grant-funded project upgraded key signal infrastructure and installed new video cameras throughout the Downtown area at many busy intersections.





Third Street at Hetherton Street Improvements

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

Public Safety Center Street Resurfacing

With the Public Safety Center (PSC) open, this project resurfaced with either asphalt or slurry seal the following: C Street (Mission to Fourth), D Street (Fifth to Fourth), Fifth Avenue (A to Ray Court), and Via Sessi.



San Rafael High School Crosswalk Improvements

The City, partnering with San Rafael City Schools, administered a construction contract to install a mid-block pedestrian crosswalk to allow students and the public to safely cross Third Street east of Union Street.

Other Completed Projects

- **Quiet Zone Implementation for the Jacoby Street Crossing**
 - Following months of coordination with the California Public Utilities Commission, Federal Railroad Administration, and SMART, the City designated the Jacoby Street railroad crossing as a Quiet Zone.
- **Safe Pathways Pedestrian Crossing Improvements**
 - Pedestrian crosswalk improvements near schools are important safety projects for the City. This project installed ADA accessible ramps on Fifth Avenue at River Oaks Road adjacent to Sun Valley Elementary school.
- **Bellam Boulevard and Vista del Mar Pedestrian Improvements**
 - High pedestrian activity in this crosswalk merited installation of flashing beacons and additional street lighting to illuminate the crosswalk.
- **North San Rafael Traffic Signal Connections**
 - To improve connectivity of the existing traffic signal network in the Terra Linda area, this project installed new communication devices that allow remote monitoring from Public Works.
- **Forbes Avenue at H Street Storm Drain Improvement**
 - This small drainage improvement installed a new catch basin on the northwest corner of the intersection and connected it to an existing catch basin on the northeast corner to avoid flooding of accessible wheelchair ramps.
- **City Hall: Council Chambers Accessibility Improvements**
 - The project installed an ADA-compliant wheelchair ramp within the Chambers.
- **Stormwater Operations and Maintenance (annual project)**
 - Maintenance of the City's 12 pump stations.
- **Sidewalk Repair Program 2020-2021**
 - Working hand-in-hand with community members, buckling sidewalks were replaced at many locations across the City. As necessary, trees were removed to accommodate installation of new sidewalks while reducing the possibility of future uplifting from tree roots.

Section IV: Upcoming Projects; Project Description and Budget Details

FUND 205: STORMWATER FUND

205.1 — Rotary Manor Culvert Replacement

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	205 Stormwater	\$164,000	\$15,000		
Construction	External Fund			\$1,000,000	
	Subtotal	\$164,000	\$15,000	\$1,000,000	
Total Cost Estimate		\$1,179,000			

205.2 — San Quentin Pump Station Reconstruction

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	205 Stormwater	\$375,000			
Construction	205 Stormwater Grant: Unsecured				\$3,200,000
	Subtotal	\$375,000			
Total Cost Estimate		\$375,000			

205.3 — Storm Drain Replacement at 2111 Francisco Boulevard East

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	205 Stormwater				
Construction	205 Stormwater		\$100,000		
	Subtotal		\$100,000		
Total Cost Estimate		\$100,000			

205.4 — Francisco Boulevard West at Irwin Street Trash Rack

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	205 Stormwater			\$100,000	
Construction	205 Stormwater				\$300,000
	Subtotal			\$100,000	\$300,000
Total Cost Estimate		\$400,000			

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

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	205 Stormwater				\$40,000
Construction	205 Stormwater				\$150,000
	Subtotal				\$190,000
Total Cost Estimate		\$190,000			

205.6— 121 Irwin Street Headwall/Weir

Project Information

Adjacent to the residence of 121 Irwin Street is a historic waterway where runoff intersects the street. This project will design and install a structure to allow drainage runoff to enter the street without the large volume of debris of rock, silt, and mud likewise entering the roadway.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	205 Stormwater		\$25,000		
Construction	205 Stormwater		\$100,000		
	Subtotal		\$125,000		
Total Cost Estimate		\$125,000			

FUND 206: GAS TAX

206.1 — Third Street Safety Improvements: Lindaro to Union Street

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax	\$31,000			
	Grant: Caltrans HSIP	\$280,000			
Construction	Grant: TAM Measure A		\$1,000,000		
	Grant: Caltrans HSIP		\$1,295,000		
	246 Traffic Mitigation		\$500,000	\$300,000	
	Subtotal	\$311,000	\$2,795,000	\$300,000	
Total Cost Estimate		\$3,406,000			

206.2 – Third Street Rehabilitation: Miracle Mile to Lindaro Street

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	Grant: TAM Measure A	\$1,300,000			
Construction	Grant: TAM Measure A			\$10,600,000	
	206 Gas Tax (RMRA)			\$1,000,000	
	206 Gas Tax			\$650,000	
Subtotal		\$1,300,000		\$12,250,000	
Total Cost Estimate		\$13,550,000			

206.3 — 20 Meyer Road Slide Repair

Project Information

In November 2020, a small landslide occurred adjacent to the property of 20 Meyer Road. The project will include repairs to the roadway and installation of a retaining wall.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax	\$75,000			
Construction	206 Gas Tax		\$200,000		
	Subtotal	\$75,000	\$200,000		
Total Cost Estimate		\$275,000			

206.4 — Francisco Boulevard East Resurfacing

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax (RMRA)	\$20,000			
Construction	206 Gas Tax (RMRA)		\$2,000,000		
	Subtotal	\$20,000	\$2,000,000		
Total Cost Estimate		\$2,020,000			

206.5 — B St at Woodland Ave: Box Culvert Repairs

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax	\$50,000			
Construction	206 Gas Tax		\$250,000		
	Subtotal	\$50,000	\$250,000		
Total Cost Estimate		\$300,000			

206.6 — First Street at Mahon Creek Wall Repair

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax	\$16,000			
Construction	206 Gas Tax			\$300,000	
	Subtotal	\$16,000		\$300,000	
Total Cost Estimate		\$316,000			

206.7 — Bungalow Avenue and Woodland Avenue Resurfacing

Project Information

Bungalow Avenue, which is an older street with a concrete road below, requires resurfacing. The project will include installation of wheelchair ramps, rehabilitation of the underground storm drain system, and improved drainage to mitigate flooding at Woodland Avenue. In conjunction with this work, the City will resurface portions of Woodland Avenue between Lindaro Street and B Street following installation of a sewer main project performed by the San Rafael Sanitation District.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax	\$50,000			
Construction	Grant: TAM Measure AA		\$1,050,000		
	Subtotal	\$50,000	\$1,050,000		
Total Cost Estimate		\$1,100,000			

206.8 — Southern Heights Boulevard at Courtright Road Retaining Wall

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax	\$160,000			
Construction	206 Gas Tax (RMRA)			\$800,000	
	Subtotal	\$160,000		\$800,000	
Total Cost Estimate		\$960,000			

206.9 — Schoen Park Modifications

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax	\$76,000			
Construction	206 Gas Tax		\$800,000		
	Subtotal	\$76,000	\$800,000		
Total Cost Estimate		\$876,000			

206.10 — MCSTOPPP Full Trash Capture Device

Project Information

In recent years, the State of California has mandated that cities comply by 2030 with requirements to remove trash and debris from waterways. This project will implement a full trash capture device at one of two storm drain pump stations to remove trash before entering the San Francisco Bay. This project is partially funded through an Environmental Protection Agency (EPA) grant awarded to the County of Marin, who is partnering with the City of San Rafael to implement this project.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	205 Stormwater	\$30,000			
	206 Gas Tax	\$185,000			
Construction	206 Gas Tax				\$810,000
	Grant: EPA				\$590,000
	Subtotal	\$215,000			\$1,400,000
Total Cost Estimate		\$1,615,000			

206.11 — North San Pedro Medians at SMART Railroad Crossing

Project Information

Approaching the railroad crossing on North San Pedro Road are medians used as a supplemental safety measure (SSM) required to have a quiet zone through San Rafael in which the SMART trains does not sound its horn. The City desires to reconstruct these medians at the railroad crossing and refresh the pavement striping.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax				
Construction	206 Gas Tax			\$100,000	
	Subtotal			\$100,000	
Total Cost Estimate		\$100,000			

206.12 — Fairhills Drive Roadway Rehabilitation

Project Information

This project will consider three separate locations on Fairhills Drive in which settlement of the roadway appears possible near 216, 407, and 447 Fairhills Drive. Resurfacing of the roadway in conjunction with retaining walls will be designed.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax			\$150,000	
Construction	206 Gas Tax				
	Subtotal			\$150,000	
Total Cost Estimate		\$150,000			

206.13 — Woodland Avenue Pedestrian Improvements

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	Grant: TAM Measure AA				\$200,000
Construction	206 Gas Tax				
	Subtotal				\$200,000
Total Cost Estimate		\$200,000			

206.14 — Center Street Resurfacing

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax	\$60,000			
Construction	Grant: TAM Measure AA			\$1,000,000	\$350,000
	Subtotal	\$60,000		\$1,000,000	\$350,000
Total Cost Estimate		\$1,410,000			

206.15 — Professional Center Parkway Sidewalk Gap Closure

Project Information

On the south side of Professional Center Parkway are several gaps in the existing pedestrian facility. This project will review ADA requirements for providing a complete facility, including the need for retaining walls, adjustments to private driveways, and grading of the roadway.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax		\$75,000		
Construction	206 Gas Tax				
	Subtotal		\$75,000		
Total Cost Estimate		\$75,000			

206.16 — Las Gallinas Channel Study

Project Information

Located on Freitas Parkway as well as portions of Del Ganado Road, the City has a concrete lined drainage channel that was a historic waterway. This project will review the existing concrete and assess next steps for repair or other improvements.

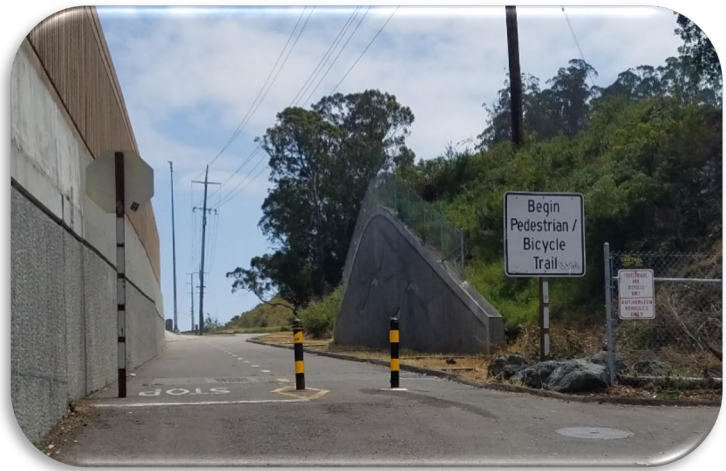


	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax		\$100,000		
Construction	206 Gas Tax				
	Subtotal		\$100,000		
Total Cost Estimate		\$100,000			

206.17 — Merrydale Rd (Puerto Suello Pathway to North San Pedro Rd) Bicycle Facility Study

Project Information

At the top of Lincoln hill/end of Merrydale Road is the end of the Puerto Suello hill pathway. The City, in concert with other stakeholders such as SMART, desires to study potential bicycle facility improvements to connect the Puerto Suello hill pathway to North San Pedro Road. This project is outlined in the City's 2018 Bicycle and Pedestrian Master Plan.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax		\$25,000		
Construction	206 Gas Tax				
	Subtotal		\$25,000		
Total Cost Estimate		\$25,000			

FUND 208: CHILDCARE FUND

208.1 — Childcare Portable Building Replacement

Project Information

The scope of work includes replacement of portable buildings used for childcare centers at the Mary Silveira and Lucas Valley school campuses as well as the Pickleweed Preschool adjacent to the Albert J. Boro Community Center. Due to revenue losses stemming from the pandemic, this project has been temporarily suspended. This project will be reassessed once sufficient funds have been accumulated.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	208 Childcare	\$25,000			
Construction	208 Childcare				
	Subtotal	\$25,000			
Total Cost Estimate		\$25,000			

FUND 241: MEASURE A – PARKS

241.1 — Park and Recreation Master Plan

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	241 Measure A - Parks		\$250,000		
Construction	241 Measure A - Parks				
	Subtotal		\$250,000		
Total Cost Estimate		\$250,000			

241.2 — Pickleweed Park Enhancements/Field Renovation

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	241 Measure A - Parks	\$20,000			
Construction	Grant: Prop 68 SPP (Unsecured)				
	Subtotal	\$20,000			
Total Cost Estimate		\$20,000			

241.3 — Sun Valley Park Playground Improvements

Project Information

In preparation for utilizing a Proposition 68 Per Capita grant to replace playground equipment at Sun Valley Park, as well as increase accessibility to the equipment, the City will generate conceptual level exhibits for use during public outreach meetings. Residents will provide feedback on what improvements to pursue during the design and construction phases.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	241 Measure A - Parks	\$25,000	\$50,000		
Construction	241 Measure A - Parks			\$238,000	
	Grant: Per Capita Grant			\$178,000	
	Subtotal	\$25,000	\$50,000	\$416,000	
Total Cost Estimate		\$491,000			

241.4 — Albert Park Field Fencing

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	603 Building Maintenance	\$10,000			
Construction	241 Measure A – Parks		\$200,000		
	Subtotal	\$10,000	\$200,000		
Total Cost Estimate		\$210,000			

FUND 246: TRAFFIC MITIGATION FUND

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

Project Information

The 2018 update to the City’s Bicycle and Pedestrian Master Plan includes the study and installation of a Class IV protected bicycle facility on Grand Avenue between Second Street and Fourth Street. A portion of this corridor is also the upper reaches of the San Francisco Bay Trail alignment. This project will conceptualize potential improvements and seek grant funding for the portion between Second and Third Streets located on the Bay Trail.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	206 Gas Tax	\$30,000	\$100,000		
Construction	206 Gas Tax 246 Traffic Mitigation Grant: SF Bay Trail (Unsecured)		\$75,000 \$500,000 \$225,000		
	Subtotal	\$30,000	\$900,000		
Total Cost Estimate		\$930,000			

246.2 — Fourth Street/Second Street at Miracle Mile Intersection Improvements

Project Information

The 2018 update to the City’s Bicycle and Pedestrian Master Plan includes the study and design of intersection improvements at Fourth Street/Second Street and Miracle Mile to improve pedestrian, bicycle, and motor vehicle access. The proposed funding for this project will review existing conditions and provide conceptual design exhibits for soliciting public feedback.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	246 Traffic Mitigation			\$150,000	
Construction	246 Traffic Mitigation Grant: (Unsecured)				
	Subtotal			\$150,000	
Total Cost Estimate		\$150,000			

246.3 — Bellam Boulevard Traffic Study

Project Information

Bellam Boulevard is a heavily traveled corridor linking Interstate 580 and Highway 101. Planned improvements to be implemented by the Transportation Authority of Marin (TAM) within the next two years will assist in reducing congestion at Bellam Boulevard and the northbound Highway 101 off-ramp. The proposed funding will study the corridor for operational improvements once TAM’s future work is complete.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	246 Traffic Mitigation				\$100,000
Construction	246 Traffic Mitigation				
	Subtotal				\$100,000
Total Cost Estimate		\$100,000			

246.4 – Citywide Traffic Signal Battery Backup Systems

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	246 Traffic Mitigation				
Construction	246 Traffic Mitigation		\$75,000	\$75,000	\$75,000
	Subtotal		\$75,000	\$75,000	\$75,000
Total Cost Estimate		\$225,000			

246.5 — Second Street Intersection Improvements

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	246 Traffic Mitigation	\$240,000	\$100,000		
Construction	246 Traffic Mitigation				\$200,000
	Subtotal	\$240,000	\$100,000		\$200,000
Total Cost Estimate		\$540,000			

246.6 – Bicycle and Pedestrian Master Plan Update

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	246 Traffic Mitigation 241 Measure A – Parks		\$100,000 \$100,000		
Construction	246 Traffic Mitigation				
	Subtotal		\$200,000		
Total Cost Estimate		\$200,000			

FUND 420: MEASURE E – ESSENTIAL FACILITIES

420.1 — Fire Stations 54 and 55 Remodel

Project Information

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



Fire Station 54



Fire Station 55

	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	420 Measure E	\$655,000			
Construction	420 Measure E		\$8,600,000		
	Subtotal	\$655,000	\$8,600,000		
Total Cost Estimate		\$9,255,000			

FUND 603: BUILDING MAINTENANCE

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

Albert Park Ball Field is utilized throughout the year for sporting events. This project includes ADA improvements, including a new wheelchair ramp adjacent to an existing staircase, as well as installation of a prefabricated restroom.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	603 Building Maintenance	\$55,000			
Construction	603 Building Maintenance	\$235,000	\$100,000		
	Subtotal	\$290,000	\$100,000		
Total Cost Estimate		\$390,000			

603.2 – Shoreline Park Restroom

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance	\$40,000	\$150,000		
	Subtotal	\$40,000	\$150,000		
Total Cost Estimate		\$190,000			

603.3 – Albert J. Boro Community Center: Leveling

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance		\$150,000		
	Subtotal		\$150,000		
Total Cost Estimate		\$150,000			

603.4 – Albert J. Boro Community Center: Lighting, HVAC, and Roofing

Project Information

After many years of use, the lighting within areas of the Albert J. Boro Community Center as well as portions of the heating, ventilation, and air conditioning (HVAC) systems need to be replaced. These electrical upgrades are eligible to be paid for by a zero percent interest loan from Pacific Gas and Electric (PG&E). Prior to the HVAC work, sections of the existing roof must be replaced to ensure a watertight seal.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance		\$225,000		
	Subtotal		\$225,000		
Total Cost Estimate		\$225,000			

603.5 – Falkirk Cultural Center: ADA Improvements

Project Information

Built in 1888, the Falkirk Cultural Center sits atop an 11-acre estate that houses beautiful gardens and art galleries. The gardens include a concrete pathway with retaining walls to allow access to the third floor of the mansion. The proposed project will design and reconstruct this pathway to meet current ADA requirements.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance			\$60,000	\$400,000
	Subtotal			\$60,000	\$400,000
Total Cost Estimate		\$460,000			

603.6 – Gerstle Park Restroom Repair

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance		\$40,000		
	Subtotal		\$40,000		
Total Cost Estimate		\$40,000			

603.7 – Downtown Library: Bathroom Conversion

Project Information

The downtown library desires to convert an existing staff restroom into a publicly accessible restroom. This is to increase the number of publicly accessible adult restroom facilities from one to two.



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	Private Donation			\$20,000	
Construction	Private Donation				\$60,000
	Subtotal			\$20,000	\$60,000
Total Cost Estimate		\$80,000			

Section V: Rating Categories and Project Ratings

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

Health/ Safety/ Liability:

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

Priority Initiative:

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

Time-Sensitive Funds:

CIP projects funded by state/federal grants often have funding deadlines. Grant-funded projects with timely-use-of-funding requirements will be rated higher than those without upcoming deadlines.

Maintain Functionality:

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

Project Rating System

FUNDING SOURCE		PROJECT NAME	STATUS	RANK SCORING 1 to 10	Health / Safety / Liability	Priority Initiative	Time- Sensitive Funds	Maintain / Enhance Functionality
					35%	20%	25%	20%
205	Stormwater	Rotary Manor Culvert Replacement	In Design	7.5	10	10	0	10
205	Stormwater	San Quentin Pump Station Reconstruction	In Design	7.1	10	8	0	10
205	Stormwater	Francisco Blvd West at Irwin St: Trash Rack		6.4	9	6	0	10
205	Stormwater	Storm Drain Replacement at 2111 Francisco Blvd East	In Design	5.8	8	6	0	9
205	Stormwater	MCSTOPPP: Catch Basin Trash Capture	In Design	5.7	7	8	0	8
205	Stormwater	121 Irwin St Headwall/Weir		4.4	5	4	0	9
205	Stormwater	Las Casas Drainage Basin Repair		4.2	5	5	0	7
205	Stormwater	Piombo Pump Station: Electrical Panel Replacement		4.0	4	5	0	8
205	Stormwater	Levee Analysis Inventory Study		3.1	3	8	0	2
205	Stormwater	Spinnaker Point Salt Marsh Remediation (Conceptual Design Only)		1.7	2	3	0	2
206	Gas Tax - RMRA	Third St Safety Improvements: Lindaro St to Union St	In Design	8.9	9	8	10	8
206	Gas Tax	Third St Rehabilitation: Miracle Mile to Lindaro St	In Design	7.8	8	8	7	8
206	Gas Tax	Canal Neighborhood Pedestrian Improvements	In Construction	7.3	9	8	7	4
206	Gas Tax	20 Meyer Rd Slide Repair	In Design	7.1	10	8	0	10
206	Gas Tax - RMRA	Francisco Blvd East Resurfacing	In Design	7.0	8	8	3	9
206	Gas Tax	B St at Woodland Ave: Box Culvert Repairs	In Design	7.0	10	8	0	9
206	Gas Tax	North San Pedro Medians at SMART Railroad Crossing		6.6	9	8	0	9
206	Gas Tax	First St at Mahon Creek Wall Repair	In Design	6.4	9	8	0	8
206	Gas Tax	Bungalow Ave & Woodland Ave Resurfacing	In Design	6.3	6	9	3	8
206	Gas Tax - RMRA	Southern Heights Blvd at Courtright Rd: Retaining Wall	In Design	6.2	9	7	0	8
206	Gas Tax	Fairhills Dr Roadway Rehabilitation		6.2	9	7	0	8
206	Gas Tax	Woodland Ave Ped Improvements		6.0	8	8	0	8
206	Gas Tax	Schoen Park Modifications	In Design	5.7	6	10	0	8
206	Gas Tax - RMRA	Center St Resurfacing - Phase 1 & 2		5.7	5	7	3	9
206	Gas Tax	Storm Drain Improvements: East St at Jessup St		5.4	8	5	0	8
206	Gas Tax	Fourth St Curb Ramp Replacement		5.3	7	7	0	7
206	Gas Tax	Storm Drain Improvements: C St from First St to Second St		5.1	6	6	0	9
206	Gas Tax	Los Gamos Rd at Oleander Dr Flood Warning System		5.0	8	7	0	4
206	Gas Tax - RMRA	Redwood Hwy Resurfacing: Civic Center Dr to Smith Ranch Rd		4.9	5	5	3	7
206	Gas Tax	Storm Drain Improvements: First St at D St		4.6	5	5	0	9
206	Gas Tax	Professional Center Pkwy Sidewalk Gap Closure		4.5	6	7	0	5
206	Gas Tax	Las Gallinas Channel Study		4.5	6	7	0	5
206	Gas Tax	Merrydale Rd (Puerto Suello Pathway to North San Pedro Rd) Bicycle Facility Study		4.5	6	7	0	5
206	Gas Tax	Storm Drain Improvements: Woodland Ave		4.4	5	5	0	8
206	Gas Tax	Mission Ave (B St to E St) Sidewalk Gap Closure		4.1	7	5	0	3
206	Gas Tax	Merrydale Pathway - North Connector Study	Conceptual	4.0	5	8	0	3
206	Gas Tax	Riviera Dr Resurfacing - Phase 1		3.2	4	4	0	5
206	Gas Tax	Riviera Dr Resurfacing - Phase 2		3.2	4	4	0	5
206	Gas Tax	Manderly Rd Medians		2.9	3	5	0	4
206	Gas Tax	Freitas Pkwy and Montecillo Intersection (K-rail Only)		2.7	6	3	0	0

Project Rating System

208	Childcare Fund	Childcare Portable Building Replacement (Silveira/Pickleweed/Lucas	Suspended	7.5	10	10	0	10
208	Childcare Fund	Childcare Portable Building Replacement (Vallecito)		5.3	7	7	0	7
208	Childcare Fund	Parkside Preschool Playground Tent Replacement		5.3	7	6	0	8
235								
	Baypoint Lagoon Assessment Dis	Cayes Pump Station Control System	In Design	6.1	6	7	3	9
241								
	Measure A: Parks	Sun Valley Park Playground Improvements	Conceptual	7.2	7	7	7	8
	Measure A: Parks	Albert Park Field Fencing	In Design	6.5	10	5	0	10
	Measure A: Parks	Park and Recreation Master Plan	In Design	6.2	8	9	0	8
246								
	Traffic Mitigation	Grand Ave (Second St to Fourth St) Class IV Cycle Track	Conceptual	6.1	6	8	3	8
	Traffic Mitigation	Freitas Pkwy at Del Presidio Roundabout		5.8	9	8	0	5
	Traffic Mitigation	Fourth St/Second St at Miracle Mile Intersection Improvements	Conceptual	5.6	8	7	0	7
	Traffic Mitigation	Bellam Blvd Traffic Study		5.6	9	6	0	6
	Traffic Mitigation	B St Fiber & Communication Extensions	In Design	5.5	7	8	0	7
	Traffic Mitigation	Citywide Traffic Signal Battery Backup Systems		5.3	7	7	0	7
	Traffic Mitigation	North San Rafael Traffic Signal Connections	In Construction	5.3	7	7	0	7
	Traffic Mitigation	Second St Intersection Improvements		5.3	6	8	0	8
	Traffic Mitigation	Fourth St Signal System Improvements: B St to Cijos St		4.7	6	7	0	6
	Traffic Mitigation	Fifth Ave Signal System Improvements: Court St to E St	In Construction	4.4	5	6	0	7
	Traffic Mitigation	Bike Connection from Second/Tamalpais to Third/Tamalpais		4.2	5	6	0	6
	Traffic Mitigation	B St 2-Way Conversion	In Design	4.1	3	10	0	5
	Traffic Mitigation	Safe Routes to School: Davidson Phase 2		4.0	5	5	0	6
	Traffic Mitigation	Bellam Blvd and Andersen Dr Intersection Improvements		4.0	5	4	0	7
420								
	Measure E: Essential Facilities	Fire Stations 54 & 55 Remodel	In Construction	7.5	10	10	0	10
501								
	Parking Services	Seismic Upgrades to Parking Structures at Third St/A St and Third St/C St		6.9	10	9	0	8
	Parking Services	Seismic Upgrades to Parking Structure at Fifth Ave/C St		6.9	10	9	0	8
	Parking Services	Fifth Ave/Garden Ln Parking Lot Resurfacing		6.2	8	9	0	8
	Parking Services	Seismic Upgrades to Parking Structure at Third St/Lootens Pl		4.7	10	0	0	6

Project Rating System

603	Building Maintenance	Albert Park Ball Field: ADA Wheelchair Ramp and Restroom	In Design	7.5	10	10	0	10
603	Building Maintenance	A.J. Boro Community Center: Leveling		6.7	10	7	0	9
603	Building Maintenance	A.J. Boro Community Center: Lighting, HVAC, Roofing Replacement		6.6	8	7	3	8
603	Building Maintenance	Falkirk Cultural Center: ADA Improvements		6.6	9	7	0	10
603	Building Maintenance	City Hall/Library Fire Sprinkler System (Study/Design Only)		6.5	10	8	0	7
603	Building Maintenance	Gerstle Park Restroom Repair		6.5	10	6	0	9
603	Building Maintenance	Shoreline Park Restroom	In Design	6.3	10	5	0	9
603	Building Maintenance	City Hall: Council Chambers Accessibility Improvements	In Construction	6.1	10	7	0	6
603	Building Maintenance	B Street Community Center: Stage Area Electrical Panel Upgrade		5.9	10	5	0	7
603	Building Maintenance	Downtown Library: Bathroom Conversion		5.3	6	7	0	9
603	Building Maintenance	City Hall: Server Room Sewer Repair		5.1	7	7	0	6
603	Building Maintenance	Terra Linda Pool House Electrical Upgrades		4.9	7	5	0	7
603	Building Maintenance	B Street Community Center: Parking Lot Resurfacing		4.5	7	5	0	5
603	Building Maintenance	Pickleweed Park Resilience Hub		4.3	6	6	0	5
603	Building Maintenance	Terra Linda Community Center: HVAC Replacement		3.1	3	5	0	5
603	Building Maintenance	Resurface City Hall Parking Lots, Lower and Upper		2.9	3	4	0	5
603	Building Maintenance	Downtown Library: Reroof		2.7	3	3	0	5
603	Building Maintenance	Victor Jones Park Restroom Repair		2.7	3	3	0	5
603	Building Maintenance	Court Street Plaza Fountain Repair		2.1	2	2	0	5
603	Building Maintenance	Downtown Library: Children's Patio Enclosure		2.1	2	3	0	4
603	Building Maintenance	Terra Linda Recreation Center Hardscape Repair		2.1	2	2	0	5
603	Building Maintenance	A.J. Boro Community Center: Parking Lot Expansion		2.0	0	5	0	5

Section VI: Project Funding Tables

Fund 206 - Gas Tax

Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2021-22		FY 2022-23		FY 2023-24	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Third St Safety Improvements: Lindaro St to Union St	In Design	\$31,000							
Grant: Measure A Major Road Improvements					\$1,000,000				
Grant: Caltrans HSIP		\$280,000			\$1,295,000				
Transfer from Fund 246					\$500,000		\$300,000		
Third St Rehabilitation: Miracle Mile to Lindaro St	In Design				\$500,000				
Grant: State-Local Partnership Program					\$1,500,000				
Grant: Measure A Major Road Improvements		\$1,300,000			\$8,700,000				
SB1: Road Maintenance & Rehab Account (RMRA)					\$1,000,000				
<i>B St Fiber & Communication Extensions</i>	In Design				\$150,000				
20 Meyer Rd Slide Repair	In Design	\$75,000			\$200,000				
Francisco Blvd East Resurfacing	In Design								
SB1: Road Maintenance & Rehab Account (RMRA)		\$20,000			\$2,000,000				
B St at Woodland Ave: Box Culvert Repairs	In Design	\$50,000			\$250,000				
First St at Mahon Creek Wall Repair	In Design	\$16,000					\$300,000		
Bungalow Ave & Woodland Ave Resurfacing	In Design	\$50,000							
TAM Measure AA					\$1,050,000				
Southern Heights Blvd at Courtright Rd: Retaining Wall	In Design	\$160,000							
SB1: Road Maintenance & Rehab Account (RMRA)							\$800,000		
Schoen Park Modifications	In Design	\$76,000			\$800,000				
MCSTOPPP: Catch Basin Trash Capture	In Design	\$185,000							\$810,000
Additional 205 Funds		\$30,000							
Grant: EPA									\$590,000
North San Pedro Medians at SMART Railroad Crossing	6.6						\$100,000		
Fairhills Dr Roadway Rehabilitation	6.2					\$150,000			
TAM Measure AA									
Woodland Ave Ped Improvements	6								\$200,000
TAM Measure AA									
Grant: Unsecured									
Center St Resurfacing - Phase 1 & 2	5.7	\$60,000							
TAM Measure AA							\$1,000,000		\$350,000
Professional Center Pkwy Sidewalk Gap Closure	4.5				\$75,000				
Las Gallinas Channel Study	4.5				\$100,000				
Merrydale Rd (Puerto Suello Pathway to North San Pedro Rd) Bicycle Facility Study	4.5				\$25,000				
Unfunded Projects Shown Below									
Storm Drain Improvements: East St at Jessup St	5.4								
Fourth St Curb Ramp Replacement	5.3								
Grant: Unsecured									
Los Gamos Rd at Oleander Dr Flood Warning System	5								
Redwood Hwy Resurfacing: Civic Center Dr to Smith Ranch Rd	4.9								
Storm Drain Improvements: First St at D St	4.6								
Storm Drain Improvements: Woodland Ave	4.4								
Mission Ave (B St to E St) Sidewalk Gap Closure	4.1								
Grant: Unsecured									
Merrydale Pathway - North Connector Study	Conceptual								
Grant: Unsecured									
Subtotal Fund 206 Only					\$3,150,000		\$1,550,000		\$1,360,000
Subtotal RMRA Funds Only					\$3,000,000		\$800,000		\$0
Subtotal (Grant-funded)					\$12,495,000		\$0		\$590,000
Subtotal Other Funds (Non-206/Non-RMRA/Non-Grant)					\$500,000		\$300,000		\$0
Grand Total (All Fund Types)					\$19,145,000		\$2,650,000		\$1,950,000

Fund 241 - Measure A: Parks										
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2021-22		FY 2022-23		FY 2023-24		
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	
Park and Recreation Master Plan	In Design			\$250,000				Measure A funds sunset during FY 21-22. No future funding will be available unless voters approve a ballot measure to replace this revenue stream.		
Pickleweed Park Enhancements/Field Renovation Grant: Unsecured	Conceptual	\$20,000								
Sun Valley Park Playground Improvements Grant: Prop 68 Per Capita	Conceptual	\$25,000		\$50,000		\$238,000	\$178,000			
Albert Park Field Fencing Additional 603 Funds	In Design				\$200,000					
Trails Master Plan - Integrated with Bike & Ped Master Plan (transfer to Fund 246)	Conceptual	\$10,000		\$100,000						
Bernard Hoffman Playground Improvements	6									
Gerstle Park Tennis Court Resurfacing and ADA Improvements	5.9									
Peacock Gap Tennis Court Resurfacing and ADA Improvements	5.9									
Boyd Park Tennis Court Resurfacing and ADA Improvements	5.9									
Santa Margarita Tennis/Basketball Court Resurfacing and ADA Improvements Grant: Unsecured Prop 68 grant	5.9									
Peacock Gap Park Playground Improvements	4.9									
Gerstle Park Playground Improvements	4.4									
Boyd Park Playground Improvements	4									
Unfunded Projects Shown Below										
Terra Linda Community Center: Pool Shade Structure	3.1									
Terra Linda Community Center: Basketball Court Repaving	2.9									
Bernard Hoffman Drainage and Irrigation Improvements	2									
Starkweather Park Improvements	1.8									
Total from Fund 241					\$600,000		\$238,000			

Fund 246 - Traffic Mitigation									
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2021-22		FY 2022-23		FY 2023-24	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Third Street Safety Improvements: Lindaro to Union (transfer to Fund 206)	See 206		\$800,000						
Grand Ave (Second St to Fourth St) Class IV Cycle Track Additional 206 Funds Grant: Unsecured Bay Trail grant	Conceptual				\$500,000				
Fourth St/Second St at Miracle Mile Intersection Improvements Grant: Unsecured	Conceptual	\$30,000		\$100,000	\$75,000		\$150,000		
Bike & Ped Master Plan: Update	Conceptual			\$100,000					
Trails Master Plan - Integrated with Bike & Ped Master Plan (transfer from Fund 241)				\$100,000					
Bellam Blvd Traffic Study	5.6							\$100,000	
Citywide Traffic Signal Battery Backup Systems	5.3				\$75,000		\$75,000		\$75,000
Second St Intersection Improvements	5.3	\$240,000		\$100,000					\$200,000
Unfunded Projects Shown Below									
Freitas Pkwy at Del Presidio Roundabout Grant: Unsecured	5.8								
Fourth St Signal System Improvements: B St to Cijos St Grant: Unsecured	4.7								
Safe Routes to School: Davidson Phase 2	4								
Bellam Blvd and Andersen Dr Intersection Improvements	4								
North San Pedro and Merrydale Intersection: Feasibility Study	#N/A								
Subtotal 246 Funds					\$875,000		\$225,000		\$375,000
Subtotal Grant Funding					\$225,000		\$0		\$0
Subtotal Other Non-246 Funds					\$175,000		\$0		\$0
Grand Total (All Fund Types)					\$1,275,000		\$225,000		\$375,000

Fund 420 - Essential Facilities									
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2021-22		FY 2022-23		FY 2023-24	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Fire Stations 54 & 55 Remodel	In Construction	\$655,000		\$8,600,000					
Total from Fund 420				\$8,600,000		\$0			\$0

Fund 501 - Parking Services									
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2021-22		FY 2022-23		FY 2023-24	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Unfunded Projects Shown Below									
Seismic Upgrades to Parking Structures at Third St/A St and Third St/C St	6.9								
Seismic Upgrades to Parking Structure at Fifth Ave/C St	6.9								
Fifth Ave/Garden Ln Parking Lot Resurfacing	6.2								
Seismic Upgrades to Parking Structure at Third St/Lootens Pl	4.7								
Total from Fund 501				\$0		\$0			\$0

Fund 603 - Building Maintenance									
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2021-22		FY 2022-23		FY 2023-24	
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction
Albert Park Ball Field: ADA Wheelchair Ramp and Restroom	In Design	\$55,000	\$235,000	\$100,000					
Shoreline Park Restroom	In Design		\$40,000	\$150,000					
A.J. Boro Community Center: Leveling	6.7			\$150,000					
A.J. Boro Community Center: Lighting, HVAC, Roofing Replacement Grant: Unsecured	6.6			\$225,000					
Falkirk Cultural Center: ADA Improvements	6.6					\$60,000			\$400,000
Gerstle Park Restroom Repair	6.5			\$40,000					
Downtown Library: Bathroom Conversion Donated Funds	5.3					\$20,000	\$60,000		
Unfunded Projects Shown Below									
City Hall/Library Fire Sprinkler System (Study/Design Only)	6.5								
B Street Community Center: Stage Area Electrical Panel Upgrade	5.9								
City Hall: Server Room Sewer Repair	5.1								
Terra Linda Pool House Electrical Upgrades	4.9								
B Street Community Center: Parking Lot Resurfacing	4.5								
Pickleweed Park Resilience Hub	4.3								
Terra Linda Community Center: HVAC Replacement	3.1								
Resurface City Hall Parking Lots, Lower and Upper	2.9								
Downtown Library: Reroof	2.7								
Victor Jones Park Restroom Repair	2.7								
Court Street Plaza Fountain Repair	2.1								
Downtown Library: Children's Patio Enclosure	2.1								
Terra Linda Recreation Center Hardscape Repair	2.1								
A.J. Boro Community Center: Parking Lot Expansion	2								
Total from Fund 603				\$665,000		\$60,000			\$400,000

GANN LIMITATION CALCULATION
Fiscal Year 2021-22

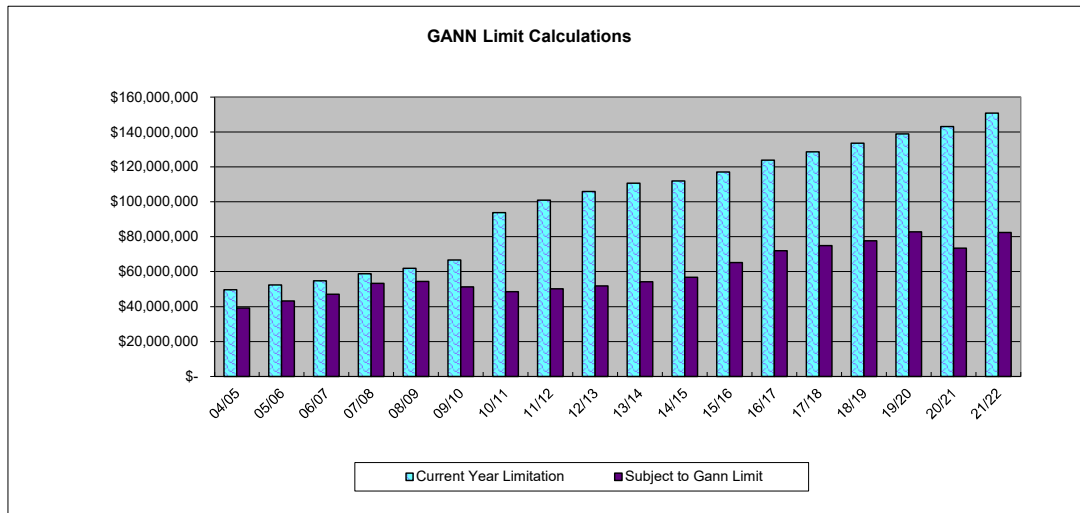
Fiscal Year	(A) Cost of Living		(B) Change in Population		Factor (Highest B X Highest A)	Prior Year Limitation	Current Year Limitation	Subject to Gann Limit	Variance Gann 'gap'
	California Per Capita Personal Income (Source: State)	Change in Assessment Roll for Nonresidential Construction (Source: County)	Change in Population for San Rafael (Source: State)	Change in Population for Marin County (Source: State)					
94/95							\$ 24,635,128		
95/96	4.72		0.60	1.22	1.060000	x \$ 24,635,128 =	\$ 26,113,235		
96/97	4.67	5.50	1.37	1.43	1.070000	x \$ 26,113,235 =	\$ 27,941,557		
97/98	4.67	5.40	2.17	1.64	1.080000	x \$ 27,941,557 =	\$ 30,176,882		
98/99	4.15	6.80	1.42	1.56	1.080000	x \$ 30,176,882 =	\$ 32,591,032		
99/00	4.53	6.26	1.47	1.62	1.079800	x \$ 32,591,032 =	\$ 35,192,257		
00/01	4.91	9.27	1.50	1.82	1.112600	x \$ 35,192,257 =	\$ 39,154,905		
01/02	7.82	6.67	0.53	0.72	1.086000	x \$ 39,154,905 =	\$ 42,522,227		
02/03	-1.27	5.15	0.69	0.81	1.060000	x \$ 42,522,227 =	\$ 45,073,561		
03/04	2.31	2.43	1.45	0.77	1.039152	x \$ 45,073,561 =	\$ 46,838,297		
04/05	3.28	2.06	-0.16	2.53	1.058900	x \$ 46,838,297 =	\$ 49,597,072	\$ 39,274,542	\$ 10,322,530
05/06	5.26	1.59	0.07	0.33	1.056100	x \$ 49,597,072 =	\$ 52,379,468	\$ 43,215,534	\$ 9,163,934
06/07	3.96	0.57	0.49	0.74	1.047300	x \$ 52,379,468 =	\$ 54,857,017	\$ 47,167,477	\$ 7,689,540
07/08	4.42	2.09	0.97	0.97	1.054300	x \$ 54,857,017 =	\$ 58,867,753	\$ 53,279,474	\$ 5,588,279
08/09	4.29	2.63	0.68	0.93	1.052600	x \$ 58,867,753 =	\$ 61,964,197	\$ 54,394,753	\$ 7,569,444
09/10	0.62	6.65	0.57	0.81	1.075100	x \$ 61,964,197 =	\$ 66,617,708	\$ 51,368,817	\$ 15,248,891
10/11	-2.54	39.62	0.79	0.93	1.409200	x \$ 66,617,708 =	\$ 93,877,675	\$ 48,469,424	\$ 45,408,251
11/12	2.51	-34.13	0.81	0.90	1.034300	x \$ 93,877,675 =	\$ 100,987,679	\$ 50,180,413	\$ 50,807,266
12/13	3.77	0.12	0.92	1.05	1.048600	x \$ 100,987,679 =	\$ 105,895,680	\$ 51,825,702	\$ 54,069,978
13/14	5.12	2.09	0.34	0.42	1.055600	x \$ 105,895,680 =	\$ 110,641,157	\$ 54,313,859	\$ 56,327,297
14/15	-0.23	0.85	0.39	0.42	1.012700	x \$ 110,641,157 =	\$ 112,046,300	\$ 56,717,201	\$ 55,329,098
15/16	3.82	7.99	0.60	0.73	1.087800	x \$ 112,046,300 =	\$ 117,140,576	\$ 65,177,999	\$ 51,962,576
16/17	5.37	0.68	0.12	0.33	1.057200	x \$ 117,140,576 =	\$ 123,841,017	\$ 71,967,785	\$ 51,873,231
17/18	3.69	0.11	0.25	0.18	1.039500	x \$ 123,841,017 =	\$ 128,732,737	\$ 74,893,075	\$ 53,839,661
18/19	3.67	0.06	-0.02	0.17	1.038500	x \$ 128,732,737 =	\$ 133,688,947	\$ 77,599,200	\$ 56,089,748
19/20	3.85	0.26	0.04	-0.01	1.038900	x \$ 133,688,947 =	\$ 138,889,447	\$ 82,867,376	\$ 56,022,071
20/21	3.73	1.91	-0.66	-0.60	1.031100	x \$ 138,889,447 =	\$ 143,208,909	\$ 73,554,079	\$ 69,654,830
21/22	5.73	1.00	-0.62	-0.43	1.052800	x \$ 143,208,909 =	\$ 150,770,339	\$ 82,522,271	\$ 68,248,068

= Value selected for Factor calculation

- (a) Includes increase for Paramedic Tax Revenue Generated by Measure P
- (b) Includes increase for Paramedic Tax Revenue Generated by Measure I
- (c) Reduce the limit by \$1,142,323 to reflect the amount associated with Measure P at the time the limit was increased in fiscal year 2011-2012 for Measure I
- (d) 2015-16 - The Limit is reduced by \$4,743,389 for the Paramedic Tax - Measure I for the increase of \$3,890,000 added in 2011 - 2012 that "Sunset" or Expired after 4 years at the end of 2015.
- (e) 2020-21 - Appropriations subject to the limit declined due to both the reduction in budgeted revenues as a result of the COVID-19 pandemic as well as the exclusion of debt service on the 2018 bonds beginning in FY21.

<https://www.dof.ca.gov/Forecasting/Demographics/Estimates/documents/PriceandPopulatio>

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



**City of San Rafael
Appropriation Limit Analysis
FY 2021-22**

Total Appropriations	Fund #	2020-2021 Adopted Budget	Less Exempt Expenditures	Less Non-Tax Revenues	2021-2022 Appropriations Subject to Gann Limit
General Fund	001	\$ 84,463,804	\$ 879,154	\$ 13,412,359	\$ 70,172,291
Abandoned Vehicle Abatement Fund	200	171,465	1,365	160,000	10,100
Storm Water Fund	205	1,145,725	-	834,456	311,269
Emergency Medical Services Fund	210	8,561,588	116,922	3,431,100	5,013,566
Library Fund	214	40,000	-	8,293	31,707
Library Special Assessment Fund	215	1,224,045	11,964	-	1,212,081
Measure G - Cannabis	216	500,000	963	-	499,037
General Plan Special Revenue Fund	218	928,586	2,688	1,136,203	-
Recreation Revolving Fund	222	4,028,762	53,353	1,887,462	2,087,947
Police Youth Service fund	230	25,005	5	15,000	10,000
Measure A Open Space Fund	241	723,350	-	-	723,350
Measure C Wildfire Prevention Parcel Tax	242	1,817,118	49,008	-	1,768,110
Open Space Fund	405	-	-	-	-
LongTerm Capital Outlay (Excess of \$100K & 10yr Life)	N/A	-	-	-	-
General Fund Debt Service - Capital Outlays	N/A	5,098,930	4,416,117	-	682,813
Total Appropriations		\$ 108,728,378	\$ 5,531,539	\$ 20,884,873	\$ 82,522,271
					\$ 150,770,339
					Available Room Under Appropriation Limit
					\$ 68,248,068

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL APPROVING FISCAL YEAR 2021-2022 GANN APPROPRIATIONS LIMIT AT \$150,770,339

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, 2020 to January 1, 2021, 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 2021-2022 for the City of San Rafael at \$150,770,339 as documented in Exhibit A, and further establishes the 2021-2022 Appropriations Subject to the Gann Appropriations Limit at \$82,522,271 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 21st day of June 2021, by the following vote to wit:

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

LINDSAY LARA, City Clerk