



SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Finance

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City Manager Approval: _____

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TOPIC: FINAL CITYWIDE PROPOSED BUDGET FOR FISCAL YEAR 2022-2023 AND LEGAL SPENDING LIMIT

- SUBJECT:**
- 1. RESOLUTION APPROVING THE CITYWIDE BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR THE FISCAL YEAR 2022-2023; PROVIDING FOR THE APPROPRIATIONS AND EXPENDITURE OF ALL SUMS SET FORTH IN THE BUDGET IN THE AMOUNT OF \$166,109,509; AUTHORIZING AN INCREASE TO CITY STAFF HEADCOUNT; AMENDING RESOLUTION 14954 REGARDING THE COMPENSATION AND WORKING CONDITIONS FOR CERTAIN UNREPRESENTED EXECUTIVE MANAGEMENT EMPLOYEES; AND APPROVING A ONE-TIME 5% INCREASE TO CHILDCARE FEES**
 - 2. RESOLUTION APPROVING FISCAL YEAR 2022-2023 GANN APPROPRIATIONS LIMIT AT \$170,762,486**

RECOMMENDATION:

1. Adopt a resolution approving the Fiscal Year 2022-23 Operating Budget and Three-Year Capital Improvement Program, providing for the appropriations and expenditure of all sums set forth in the budget in the amount of \$166,109,509, authorizing an increase to city staff headcount, amending resolution 14954 regarding the compensation and working conditions for certain unrepresented executive management employees, and approving a one-time 5% increase to childcare fees.
1. Adopt a resolution approving the Fiscal Year 2022-23 Gann Appropriations Limit.

FOR CITY CLERK ONLY

Council Meeting:

Disposition:

SUMMARY:

This report presents the final proposed citywide budget for Fiscal Year (FY) 2022-23, beginning July 1, 2022, and ending June 30, 2023. This item is the culmination of a budget process that included several internal discussions of the assumptions underlying the draft budget and the City's goals and objectives. In addition, the preliminary Capital Improvement Program was presented to the City Council on May 16, 2022, for feedback and discussion.

For the FY 2022-23 budget, ongoing General Fund operational expenditures are supported by current period revenues. The spending plans of all other funds are supported by projected revenues and accumulated resources in their respective funds. Proposed appropriations citywide total \$166,109,509 and are within the legal spending limit.

Due to rising costs, particularly of staff salaries, there is a need to increase childcare fees to ensure the program's sustainability. The proposed 5% increase would help ensure the long-term viability of the City's childcare programs and keep fees at affordable levels compared with comparable operations in the region.

BACKGROUND:

This report will focus on the following:

1. Brief overview of FY 2021-22 budget performance
2. Proposed Goals and Objectives for FY 2022-23
3. Proposed Operating and Capital Budget presented for all City funds for FY 2022-23
4. FY 2022-23 Appropriations Limit
5. Staffing updates and adjustments
6. Childcare fee budget and comparison

BUDGET ACTION

The purpose of this report is to provide the City Council and community with the final proposed citywide budget for FY 2022-23.

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

"GANN" APPROPRIATIONS LIMIT

Article XIIB of the California Constitution (enacted with the passage of Proposition 4 in 1979 – the Gann initiative – with modifications under Proposition 111 passed in June 1990, and implemented by California

Government Code sections 7900, and following) provides the basis for the Gann appropriation limitation. The City's appropriation growth rate is limited to changes in population and either the change in California per capita income or the change in the local assessment roll due to new, non-residential construction.

ANALYSIS:

UPDATE ON CURRENT BUDGET/FISCAL YEAR 2021-22

General Fund

Revenues: The original FY 2021-22 budget, adopted on [June 21, 2021](#), projected \$87,861,080 in revenues. The City worked with two revenue consulting companies (HdL and Management Partners) and other local agencies to project revenues for FY 2021-22. Fortunately, the recovery from the pandemic has outpaced projections and the mid-year budget review (updated budget) presented on [March 7, 2022](#), estimated an increase in revenues of \$5,060,000 for a projected balance of \$92,921,080 based on higher than anticipated sales and use tax receipts. Current revenues are projected to be \$93,160,919, which is \$239,839, or 0.3% above the updated budget, based on activity through April which is the most up to date information available. This is due to higher than anticipated Educational Revenue Augmentation Fund (ERAF) payments received from the County of \$293,000 and Vehicle License Fee remittances from the State of approximately \$200,000. These increases are partially offset by a reduction in estimated investment income as bond markets have declined in the second half of the fiscal year and a reduction in estimated Transit Occupancy Tax that still lags the rest of the recovery.

Expenditures: As part of the approved FY 2021-22 budget, expenses were projected to be \$87,562,734 as the City projected to ramp up activities following the slow-down resulting from the pandemic. During the fiscal year, additional appropriations were requested totaling \$1,083,374 to cover the repayment of furloughs, additional overtime, and additional specialized wellness resources for Public Safety employees. City Council also approved additional appropriations totaling \$250,000 to stabilize the Recreation Fund, as activities remain adversely affected from the impacts of the COVID-19 pandemic.

The City performs bi-annual actuarial studies into both the Workers' Compensation and Liability programs to assess its ongoing self-insured exposure. Both actuarial studies were performed during the year resulting in an increase in estimated outstanding losses of \$2.8 million for Workers' Compensation and \$0.6 million for Liability over the prior estimates. These losses are attributable to a few large claims and follow a trend of declining total claims with rising severity on a per claim basis. The results of this study translate into increasing the fund balance for the City's Workers' Compensation and Liability programs in the amount of \$2,100,000 and \$600,000, respectively, to adequately prepare for future liabilities.

Operating results: The estimated increase to expenditures of the General Fund of \$2,700,000 changes the estimated positive net result of \$3,779,994 to \$1,319,833 for FY 2021-22. With the replenishment of the Emergency Reserve Fund in the amount of \$1,038,611 (in order to maintain the 10% reserve level per City Council policy), net unassigned funds (otherwise known as surplus) are forecasted to be \$814,596 at year-end. See Table 1 for additional details.

Staff will formally request the aforementioned adjustments be made to the budget along with other adjustments, if necessary, in September 2022 once the year-end update is presented to the City Council.

Table 1: FY 2021-22 General Fund Estimated Overview

General Fund	Adopted Budget FY 2021-22	Approved Changes	Current Budget	Projected Changes	Projected Budget
Revenues	87,861,080	5,060,000	92,921,080	239,839	93,160,919
Transfers in	1,755,022		1,755,022	-	1,755,022
Total Resources	89,616,102	5,060,000	94,676,102	239,839	94,915,941
Expenditures	87,562,734	1,083,374	88,646,108	2,700,000	91,346,108
Operating Transfer out	2,000,000	250,000	2,250,000	-	2,250,000
Total Appropriations	89,562,734	1,333,374	90,896,108	2,700,000	93,596,108
Net Result	53,368	3,726,626	3,779,994	(2,460,161)	1,319,833
Allocations					
Use/(Source) of Emergency Reserves	(720,651)	(47,960)	(768,611)	(270,000)	(1,038,611)
Use of Prior Period funds	-	533,374	533,374	-	533,374
Unassigned Funds Available	(667,283)	4,212,040	3,544,757	(2,730,161)	814,596

Other Funds

The evaluation of other funds will continue with the year-end close. Any required adjustments will be presented to the City Council as part of the year-end update, presented in September 2022.

GOALS AND OBJECTIVES

The City Council regularly establishes a set of goals, objectives, and key implementation tasks ([Goals and Objectives](#)) that guide decision-making. Last 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 are of particular focus. This year, the City Council elected to continue focusing on the goals and objectives established for FY 2021-22 and has attached a status report (Attachment 1). Also highlighted as part of the status report are 15 performance metrics that staff has identified and will start collecting, measuring and analyzing in the next fiscal year in order to track progress towards the Council’s key policy areas. 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 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.

PROPOSED FISCAL YEAR 2022-23 CITYWIDE BUDGET

HIGHLIGHTS

- ❖ **Citywide Budget:** The total proposed FY 2022-23 expenditure budget for the City is \$166,109,509 (Attachment 2, Exhibit I). This sum reflects all funds and operations for the City, including active capital projects. The Capital Improvement Program has planned expenditures for which staff reports will be submitted for approval of major projects and their associated funding source. Appropriations are supported by FY 2022-23 revenue and other sources projected at \$156,579,990, as well as by fund balances retained from previous periods for capital projects.
- ❖ **General Fund Budget:** The proposed General Fund expenditure budget comprises \$95,250,644 for operations, an increase of approximately \$4.35 million over the prior year current budget, supported by revenues, transfers in, and reserves, projected at \$97,640,802, resulting in a surplus before allocations of \$2,390,158.
- ❖ **State Budget Impacts:** On May 13, 2022, Governor Gavin Newsom signed the May revision to the FY 2022-23 state budget, which totals approximately \$300 billion in spending. The May revision projects a \$97 billion surplus, contrasting against a projected \$54 billion deficit in the FY2020-21 budget. City staff will look for any opportunities to pursue additional assistance and available funding.
 - **Broad-based Relief:** In addition to providing \$400 rebates to eligible owners of registered vehicles, the May Revision adds \$750 million in grants to transit and rail agencies to provide free transit to Californians for three months. Also included is \$2.7 billion for rental assistance, \$304 million to reinstate the healthcare premium subsidy program, and \$157 million to waive family fees for state-subsidized preschool and childcare.
 - **Homelessness:** The Budget provides an additional \$2 billion over two years to invest in behavioral health housing and encampment cleanup grants intended to serve as a bridge to other related programs, such as Project Homekey.
 - **Infrastructure:** The May Revision adds an additional \$17 billion in state funds to the \$20 billion previously allocated to accelerate the transition to zero-emission vehicles, modernize the state's transportation system, spur clean energy innovation, advance the

state's housing goals, reduce wildfire risk to communities, support drought resiliency and response, among other investments. The May Revision includes an additional \$1.1 billion for broadband, \$500 million for housing, \$500 million for active transportation, and \$650 million to expand efforts to build more housing for homeless individuals.

- Children's Behavioral Health: The Budget added \$290 million to the \$1.4 billion allocated to California's behavioral health system to support grants to deliver well-being and mindfulness programs, as well as parent support education programs. In addition, the program will support grants to support children at increased risk of suicide.
 - Wildfires: The Budget adds enhancements toward wildfire resilience and response capacity by adding funding to support expanded fire crews and air attack operations.
 - Drought: Included in the Revision is \$1.6 billion to continue the State's drought response through both augmentation to loans to drinking water systems, water recycling, conservation, and habitat restoration as well as \$75 million in support grants to farming and related businesses negatively impacted by drought.
 - Public Safety: The May Revision includes \$50 million in local law enforcement grants to support officer wellness as well as \$30 million in grants to assist minors who are victims of sex trafficking.
- ❖ **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. Funds must be obligated by December 31, 2024 and expended by December 31, 2026. In January of 2022 the Treasury Department issued its Final Rule, a document that provides guidance on compliance and eligibility, effective beginning April 1, 2022. The City Council has directed use of these funds towards the City's policy focus areas of Economic Recovery, Housing & Homelessness, Racial Equity and Sustainability, Climate Change & Disasters as well as infrastructure projects.

To date the City has utilized approximately \$600,000 of these monies for support of Housing & Homelessness and racial equity initiatives. City Council has approved an informational report recommending the use of ARPA funds for the San Quentin Pump Station that is expected to begin in the fourth quarter of fiscal 2021-22 with costs estimated in the amount of \$3.2 million. ARPA funds in the amount of \$110,000 have also been approved by Council to fund the design work required for the Pickleweed Park field renovation.

Staff will evaluate revenues and appropriations related to ARPA funds at year-end and provide any specific recommendations necessary for proper reporting at that time. The impact will be an increase to revenues that will be offset by approved expenditures and assignment of any unused portion.

General Fund

The City's General Fund supports most of the major services to residents and businesses (such as police, fire suppression and prevention, planning, building, library, parks, streets, engineering, traffic enforcement and management, and cultural programs). The General Fund operating-related appropriations for FY 2022-23 total approximately \$95.3 million. These appropriations comprise \$92 million of operating expenditures, \$2.2 million of transfers to community services in support of the Recreation Fund and \$1.1 million of transfers to the employee retirement fund. This transfer to the retirement fund does not occur annually, however, when the City experiences a reduction in the MCERA

employer contribution rate due to specific one-time events, this translates into a reduction in the City's pension contribution expense for the year but not necessarily for future years. For FY 2022-23, the City will experience a reduction in the MCERA employer contribution rate due to extraordinary investment returns for the fiscal year ending June 30, 2021 of 32%. As we do not expect this level of investment return in subsequent years, the City is setting aside the \$1.1 million in one-time pension savings as we forecast increases in the future and will use the savings at that point.

The appropriations are supported by \$95.9 million in projected revenues and \$1.8 million of transfers from other funds. The transfers include a \$650,000 reimbursement from Gas Tax revenues for support of street maintenance salaries; \$684,000 from the Employee Retirement Fund for debt service on the outstanding pension obligation bonds; and \$521,000 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 2022-23 budget with a comparison to the projected FY 2021-22 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 \$2.7 million higher than those of the FY 2021-22 year, an increase of 2.9%. This is mainly due to conservative projected growth in major revenue items such as property tax and sales and use tax.

Expenditures are projected to increase by \$600,000, or 0.7% over those of the FY 2021-22 projected budget. Increases to the FY 2022-23 expense budget include approximately \$1.6 million in personnel expenses related to negotiated pay increases and \$1 million in non-personnel expenses related to inflation. The FY 2022-23 increases in expense are overshadowed by the FY 2021-22 one-time workers' compensation and general liability adjustment that staff hopes to absorb as part of the current budget. If absorbed, expenditures year-over-year are projected to increase by 3.7%.

Table 2: Comparison of FY 2021-22 Projected Year End and FY 2022-23 Budget

General Fund	Projected FY 2021-22	Proposed FY 2022-23	\$ Change from previous year	% Change from previous year
Revenues	\$ 93,160,919	\$ 95,870,730	\$ 2,709,811	2.9%
Transfers in	1,755,022	1,770,072		
Total Resources	\$ 94,915,941	\$ 97,640,802	\$ 2,724,861	2.9%
Expenditures	\$ 91,346,108	\$ 91,943,644	\$ 597,536	0.7%
Transfers out – operating	2,250,000	3,307,000		
Total Operating Uses	\$ 93,596,108	\$ 95,250,644	\$ 1,654,536	1.8%
Net Results before Allocations	\$ 1,319,833	\$ 2,390,158		
(Source) / Use of reserved funds				
Emergency reserve	(1,038,611)	(165,454)		
Use of prior period funds	533,374			
Total Results	\$ 814,596	\$ 2,224,704		

Revenue Trends and Assumptions:

Sales and Transaction & Use Tax:

The recovery is in full swing on the sales and use tax front with strong growth quarter after quarter since the economy began reopening. Although facing difficult macro headwinds heading into the new fiscal year, sales and use taxes are projected to remain elevated. Areas of Auto & Transportation and Building & Construction are projected for modest growth as supply chains become less stressed and are better able to meet demand. Meanwhile, Restaurants & Hotels are expected to continue their pandemic recovery with a 5.7% growth estimate for next fiscal year.

With the assistance of HdL Companies, the City’s sales tax consultant, recurring sales tax revenues are estimated to increase slightly from \$24.8 million as currently proposed in the FY 2021-22 budget, to \$25.1 million in FY 2022-23, an increase of approximately 1.2 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 \$14.5 million as currently proposed in the FY 2021-22 budget, to \$14.7 million in FY 2022-23, an increase of 1.2 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 \$4.9 million and represent about 5% of the City’s General Fund revenues. Altogether, sales and use taxes comprise 47% of the City’s General Fund revenues.

Property Tax:

Property taxes are currently projected to increase by 8% over the prior year for a total of \$24.4 million. The increase is mainly due to increased excess Educational Revenue Augmentation Fund payments and growth in the overall property tax roll. Property tax makes up 25% 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 4% when compared to the prior year's budget. These revenues account for 28% of the City's General Fund revenues.

Expenditure Trends and Assumptions:

The growth in expenditures incorporates inflationary increases and 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 decrease by \$730,000, or 3.9% when compared to the previous year. The decrease is attributable to significant asset gains during the actuary's measurement period (\$1.1 million), partially offset by the increase in total payroll, however, these trends are not expected to persist into the following fiscal year as markets continue to experience downward pressure. Staff recommends smoothing the impact of the FY22-23 decrease and expected FY23-24 increase by transferring \$1.1 million to the Employee Retirement Internal Service Fund during FY22-23 to ensure continuity of programs over the long-term. Pension expenses represent approximately 14.1% of total citywide expenditures, and approximately \$17.9 million, or 19.1%, of an \$95.3 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 2022-23 through FY 2024-25. 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 16, 2022](#), Public Works presented the preliminary three-year CIP for Fiscal Year (FY) 2022-23 through FY 2024-25 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 2022-23 to FY 2024-25 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 five major annual funding sources for the CIP:

Table 3: CIP 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.
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.

Fund #	Fund Name	Description
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.

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 contingency of the remaining funds to provide a buffer for unanticipated expenses which may arise mid-year.

As has been noted in prior year CIPs, the long-term capital and infrastructure improvement needs for City-owned property, parks, and drainage far exceed the available revenues each year. Therefore, a considerable number of projects are identified as real capital and infrastructure needs (and maintained on the CIP project list) but are categorized as “Unfunded”. City staff continues to actively pursue grant funding, congressional earmarks, and other infrastructure funding sources. Several of these funding sources require a local funding match.

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 \$650,000. Personnel costs of employees performing street and road maintenance and repairs total over \$2 million annually in the General Fund and are an allowable use of State Gas Tax monies.

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

Capital Project Funds

These funds are dedicated to the tracking and reporting of capital projects. The most significant capital project activity is the Public Safety Essential Facilities program, which in the last two years 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 2022-23, the City expects to complete 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 \$8.8 million for the upcoming fiscal year, of which \$5.2 million, or 59%, 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. Tax rates have reached their tax ceiling for County Services Area #13, County Services Area #19, and Marinwood Community Services District, so although the spending plan requires increases in revenue, operations must be subsidized by the City of San Rafael. For FY 2022-23, a \$5 increase in the tax rate for residential unit properties in San Rafael was approved as expenditure growth continues to outpace revenue growth.

The EMS Fund is projected to retain \$695,728 in unallocated fund balance on June 30, 2023. This balance serves as an operational reserve. Funds not needed for the operations reserve are used to fund capital improvements that directly support the delivery of emergency medical transport services (e.g., Phase II essential public facilities projects, such as Fire Stations 54 and 55), however, no transfers are expected to take place in FY23.

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 \$300,000 in excise tax revenues for the FY 2022-23 year in which the fund will incur \$159,057 in qualifying expenses. The fund carries a fund balance of prior year savings that it plans to allocate to new projects specifically focused on economic development and service support.

The Measure A Open Space Program sunset on April, 1 2022. Funding for this activity was primarily provided by a nine-year, county-wide sales tax that is managed by the County of Marin, with the City providing discretionary contributions as needed. A renewal of the quarter-cent tax was included on the June ballot and successfully passed. Staff will update the workplan and budget for this program based on revenues to be received as a result of the measure passing. Currently, \$300,000 in fund balance is budgeted to be expended during the year to fund project initiatives.

Measure D, the successor library parcel tax to Measure C, is entering its sixth 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 \$4.8 million and \$3.3 million, respectively. Revenue projections will depend on demand as they have not found their way back to pre-COVID activity. The Childcare Fund is projecting a deficit in fund balance at June 30, 2023 and will require an increase in fees. 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 third 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 \$1.9 million in revenues to support coordinated wildfire prevention including early detection, warning and alerts; reducing vegetation; ensuring defensible space around homes, neighborhoods and critical infrastructure; and improving disaster evacuation routes/procedures.

Other significant funds in this category include Gas Tax and Storm Water Funds. The spending plans for these funds were developed in conjunction with the Capital Improvement Program 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 2022-23 operating budget for this fund is \$5.0 million, inclusive of operating transfers. The Parking Fund continues to endure the negative effects of the pandemic and has only been self-sustaining over the past two years as it has drawn on its accumulated fund balance which is its only resource to cover capital improvements. For FY 2022-23, the Parking Fund is projected to incur a deficit which can no longer be covered by remaining fund balance. In order to prevent this from occurring, staff is in the process of analyzing the increase of fees or further expense reductions. Management will keep the City Council apprised of any events affecting the performance of this fund throughout the year.

Internal Service Funds and Capital Replacement Funds

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

Successor Agency

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

Status of Pension Funding

The City's [Pension Funding Policy](#) requires that the Administrative Services 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, 2021 and approved by the MCERA Board on February 9, 2022. This valuation was used to determine the contribution rates for FY 2022-23. The composite rate for the City of San Rafael will be 58.91 percent, a 3.6 percent decrease from the current rate of 62.57 percent. The budgeted pension contribution for FY 2022-23 provides full funding for the required contribution. The valuation also reported an unfunded actuarial liability of \$27 million for the City, representing a funded ratio of 95.8%.

MCERA's investment target (discount rate) remained at 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 \$2.1 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 2021-22 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, 2021, reports \$26 million in plan assets offset by \$48.2 million in actuarially accrued liabilities, leaving an unfunded actuarial liability of \$22.2 million. The City's ADC for FY 2022-23 is \$2.6 million.

General Fund Balance and Reserves

Under the proposed FY 2022-23 budget, all funds but two are projected to have a positive fund balance as of July 1, 2022, as well as at June 30, 2023. As previously mentioned, the Childcare Fund estimates a negative fund balance, but if fee increases are approved staff expects results to break-even. Additionally, the Parking Services Fund estimates a negative fund balance if no action is taken on either increasing fees or reducing expenses. Staff will return to City Council to provide status updates on both these funds.

General Fund Emergency Reserves are projected to increase from \$9.3 million to \$9.5 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 2022-23, the City is using a 14.41 percent increase in San Rafael's assessment roll for nonresidential construction (this figure is provided by the County of Marin). For the change in population, the City is using negative 1.01 percent – representing the change in population for San Rafael, which is higher than Marin County's figure of negative 1.11 percent for the period January 1, 2021 to January 1, 2022 (provided by the State of California Department of Finance).

The attached Exhibit A establishes the new Appropriations Limit for FY 2022-23, which has been calculated to be \$170,762,486. 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 2022-23 appropriations subject to the GANN Limit is \$91,883,786 (Attachment 4, Exhibit B). Therefore, the portion of the City's budget appropriation that is restricted by the GANN Limit is \$78,878,700 under the legal limit.

STAFFING

For FY 2022-23, 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 addresses the ongoing pandemic and reimagines the way it provides services with the goal of equity in all that we do.

The City's current approved level of staffing for FY 2021-22 of 419.76 is 6 percent below the peak of 445 FTE that was supported in fiscal year 2007-2008. The 419.76 is comprised of 27.51 fixed term positions that are not MCERA annuitants and have a fixed term with the City. Many of these fixed term positions are a result of Measure C (wildfire prevention) funding.

For FY 2022-23, City staff are requesting authority to add a net of three new regular FTEs as presented below:

- Convert one fixed-term professional temp in the City Manager's Office to a permanent management analyst represented by Local 1 – this is a net neutral headcount change and is projected to be an increased cost of \$48,674. This position has been integrally involved in the staff work of several of the City's goals and objectives. The salary schedule and job description do not need to be updated.
- Convert one fixed-term professional temp in the Fire Department to a permanent mid-manager deputy fire marshal – this is a net neutral headcount change and is projected to be an increased cost of \$40,356. This mid-manager position is critical in the fire operation and the individual who is currently in a fixed term position has been acting in the deputy fire marshal capacity. The salary schedule does not need to be updated and the updated job description is attached.
- Eliminate the vacant senior recreation supervisor mid-manager position and add 3 office assistant positions represented by SEIU in the Recreation division. The total change in FTE is an increase of 2 represented headcount and by reducing the front desk temp staff budget by \$165,000 which is what it would cost to provide services with temp help, the Recreation division ends up saving slightly over \$5,000. This action will provide significant benefits to the department and customers as it will create consistent front counter assistance and will build a more cohesive customer experience. The salary schedule and job description do not need to be updated.
- Authorize the City Manager the ability to eliminate the housing manager position while adding a housing and homelessness analyst and an assistant director of Community Development. The total change in FTE is an increase of 1 headcount and the authority allowed to the City Manager is a net increased cost of \$250,000. The \$250,000 is a combination of an estimated cost for the two new positions offset by the \$256,431 cost already in the budget for the housing manager position. This will result in a new salary schedule(s) and job descriptions in which staff request the City Council allow the City Manager to implement within the above confines.

The combined impact of these positions would be a total of 422.76 FTEs, including 397.25 regular FTEs and 25.51 fixed-term FTEs. This does not include temporary and seasonal staff who support functions for the City including recreation and aquatics.

The history and detail for the 422.76 FTE/positions being proposed for FY 2022-23 are presented in Attachment 2, Exhibit III.

Compaction

The City of San Rafael continues to experience challenges with salary compaction, particularly in the Fire and Police Departments. Due to factors including incentive pay, holiday pay, and bilingual pay, there are instances where positions including the Police Captains and Deputy Fire Chiefs earn as much or more than the Police and Fire Chiefs. This becomes a problem for recruitment, retention, and promotional purposes. The City of San Rafael currently pays its Police and Fire Chief substantially below market rate, about 85% of the salary paid by comparable peers.

In order to address these salary compaction issues, and for recruitment and retention purposes, particularly in the Fire and Police Departments, staff recommends that the City Council amend resolution 14954 regarding the compensation and working conditions for certain unrepresented executive management employees for the term of June 30, 2022 through June 30, 2024. Specifically, the resolution and the salary schedule will reflect the following actions:

- Increase the City Manager’s salary to market. The increase to the City Manager’s salary translates into a total cost increase of approximately \$13,600;
- Grant the City Manager the authority to adjust upwards upon performance evaluation the salary of the Assistant City Manager to no more than 15% less than the City Manager base salary; and
- Grant the City Manager the authority to adjust upwards upon performance evaluation the salary of the Police Chief and the Fire Chief to no more than 18% less than the City Manager base salary.

CHILDCARE

The City of San Rafael provides childcare services through the Library and Recreation Department. The fees were most recently [adjusted in 2021](#) after an extensive fee study to improve cost recovery levels in accordance with Council policy and to ensure the long-term sustainability of the program. Due to inflationary impacts causing an increase in the cost of living as well as a challenging hiring environment, the fees approved in 2021 no longer meet the Council’s cost recovery goals. As a result, staff recommend that all fees receive an increase of 5% to bring them to more sustainable levels.

The fee increase would go into effect on August 18 to ensure that staff have sufficient time to communicate the changes to the community. The City’s childcare fees have been increased on a semi-regular basis since 2011 and customers are accustomed to regular, incremental increases.

Table 4: Current Childcare Fees

Day	Approximate Times	Child Care Fees			
		Proposed Regular Rate	Current Regular Rate	Proposed Drop-in Rate	Current Drop-in Rate
Full Day	7:30-6:30	\$59	\$56	\$64	\$61
Recreation Day	10:00-4:00	\$46	\$44	\$51	\$49
After School	2:30-6:30	\$26	\$25	\$31	\$30
Minimum Day/K-Full	1:25-6:30	\$38	\$36	\$43	\$41
Minimum Day Conf/ * K-Full 8/23-9/07	12:05-6:30	\$48	\$46	\$53	\$51
K-Part/TK-Part	1:25-2:30	\$17	\$16	\$23	\$21
*K-Part 8/23-9/07	11:50-2:30	\$22	\$21	\$27	\$26
Preschool Tuition		\$1,548	\$1,474		

Table 5: 2022 Market Comparison of Childcare Rates

	San Rafael – Proposed Fees	Corte Madera	YMCA
After School			
Full Day	\$59	\$56	\$68

	San Rafael – Proposed Fees	Corte Madera	YMCA
Recreation Day	\$46	\$40	NA
After School	\$26	\$27	\$29
Minimum Day/K Full	\$38	\$36	\$45
Minimum Day Conf/K-Full 8/23-9/07	\$48	NA	NA
K-Part/TK-Part	\$17	\$14	NA
K-Part 8/23-9/07	\$22	NA	NA
	San Rafael – Proposed Fees	Trinity	San Anselmo
Preschool			
Preschool Tuition	\$1,548	\$2,025	\$2,100
Registration Fee	\$75	\$75	\$75

FISCAL IMPACT: The preliminary fiscal year 2022-23 budget has been prepared for all funds. Funding sources are sufficient to support the preliminary spending plans presented and staff believes the two funds that do not currently have sufficient sources to support their preliminary spending plans will do so once fees are increased for the Childcare fund and cost saving measures or increased fees are experienced throughout the next fiscal year for the Parking fund.

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:

2. Adopt a resolution approving the Fiscal Year 2022-23 Operating Budget and Three-Year Capital Improvement Program, providing for the appropriations and expenditure of all sums set forth in the budget in the amount of \$166,109,509, authorizing an increase to city staff headcount, amending resolution 14954 regarding the compensation and working conditions for certain unrepresented executive management employees, and approving a one-time 5% increase to childcare fees.
3. Adopt the Resolution Approving Fiscal Year 2022-2023 Gann Appropriations Limit

ATTACHMENTS:

1. City Council Goals & Objectives Update
2. Resolution Approving the Citywide Budget and Capital Improvement Program for the Fiscal Year 2022-2023 and Providing for the Appropriations and Expenditure of All Sums Set Forth in the Budget, and Exhibits I, II, III, IV and V (Budget and Personnel Actions)
3. Capital Improvement Program: FY 2022-23 through 2024-25

- 4. Resolution Approving Fiscal Year 2022-2023 Gann Appropriations Limit, and Exhibits A and B



GOALS & OBJECTIVES FY 2021-2022

Status Report – June 21, 2022

I. Status Report

II. Measuring Progress

a. Approach

b. Performance Metrics



Council Goals and Objectives FY 2021-22 – Status Update

At the beginning of the fiscal year, the City Council approved a new set of [Goals and Objectives](#) in a reimagined format which included an Executive Summary that serves as a “statement of purpose” for the document, a graphic that put City services into a broader context of service providers, four key Policy Focus Areas, five City Service areas, a description of how we intend to begin measuring progress, a snapshot of the relative cost and intensity of the goals/objectives, and two lists of accomplishments – one for general and a separate one for just accomplishments related to COVID-19.

A year later, COVID-19 continues to impact City service delivery, current case rates are still high, and the City remains in a City Council-proclaimed state of emergency. For these reasons, along with the long-term nature of the four key Policy Focus Areas, the City Council will continue to use the current Goals and Objectives document for the coming fiscal year. This “Status Update” is an attempt to bring the document up to date by including past actions and upcoming steps. For ease of illustration, it is divided into the original Policy Focus Areas (blue charts) and City Service Areas (green charts). As a reminder, the key for the below symbols, included in the Goals and Objectives document, are:

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

POLICY FOCUS AREAS

Economic Recovery

Goals	\$	Ω
Economic Recovery Plan	\$\$	ΩΩΩ
General business support	\$	ΩΩ
Economic development programs	\$\$\$	ΩΩΩ
Business support programs	\$	ΩΩ
Revenues for economic development	\$	ΩΩ

Economic Recovery Plan. Working with our partners, in particular the San Rafael Chamber of Commerce and the Downtown Business Improvement District (BID), the City defined a scope of work, requested proposals, interviewed firms, and at the June 21, 2022 City Council meeting will consider a contract with Kosmont Companies to facilitate the Economic Development Strategic Plan. The Plan will prioritize



actions and guide future investments with our partners and will address all of San Rafael such as downtown, East San Rafael, Terra Linda, etc.

General Business Support. After previously raising funds for a San Rafael small business grant program, the City contracted with the Small Business Development Center (SBDC) and the San Rafael Chamber of Commerce to provide direct business support to local businesses such as identifying and assisting with grant and loan programs as well as general business support counseling.

Economic Development Programs. The City completed the “Going the Extra Mile” focus groups with the San Rafael Chamber of Commerce. These focus groups provided insights on the ongoing effects of the COVID-19 pandemic in the business community. Additional programs will result from the Economic Development Strategic Plan and could receive partial funding through the American Rescue Plan Act.

Business Support Programs. Some examples include: the streetaries program for City Council consideration on June 21, 2022, Dining Under the Lights, Mayor Kate’s Walkabouts, awareness campaigns such as “Shop Local” and “Life in San Rafael,” and a significant purchase of new trash receptacles to assist with cleanliness. Additional beautification recommendations will be presented for City Council consideration this fiscal year.

Revenues for Economic Development. Staff explored new revenues to fund economic development and, instead of proposing to increase the Transient Occupancy Tax or create a tourism-based visitor assessment, staff will focus on the American Rescue Plan Act funds, and also explore ways to enhance the cannabis program over time to increase revenues.

Racial Equity

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

"Not in Our Town" (NIOT). The City formally supported “Not in Our Town,” a leading anti-hate organization and on November 20, 2021 declared United Against Hate week, supporting anti-hate activities through business contacts, school support, getting out information, etc. The City Council significantly increased the number of formal proclamations such as for LGBTQ+, Asian American Pacific Islander Heritage, Jewish American Heritage, Older Americans, Black History Month, and many other communities.

Internal city equity audit. On May 16, 2022, the City Council approved an agreement with BCT Partners to perform an Equity Audit on the City’s policies, programs, and practices. Background work has begun and staff will also be incorporating best practices from other jurisdictions and organizations (e.g. Dominican University). In addition, the City created a new model for communication with residents that




have traditionally been underrepresented in civic business. Also, the city manager’s e-newsletter is, for the first time, now in English and Spanish. The e-newsletter has a wide circulation and staff will be working to increase the readership in both English and Spanish formats.

Racial equity training. The City has conducted on-line and in-person equity training for groups of staff. Additional training has not yet taken place but is expected to be a significant action item resulting from the internal Equity Audit.

Public art process. On May 16, 2022, the City Council established a public art program and approved the formation of a Public Art Review Board. The City Council had previously approved two public art projects as part of the pilot program, the Canal Arts Initiative and the San Rafael Social Justice Community Arts Group.

Racial and Identity Data. The San Rafael Police Department started collecting this AB 953 data prior to the required date and publishes all the data on its website.

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

Update to Housing Element. The City held a community kickoff meeting in November 2021 and the San Rafael Housing Element Working Group has been meeting monthly since December 2021, with the intent to gather additional feedback and complete the Housing Element this calendar year. Meetings have been open to the entire community. The Housing Element will cover the period from 2023-2031.

Protect low-income renters. The City played a key role on the Canal Policy Working Group and formally supported the Group’s work by Resolution, enacted a rent freeze for those most disproportionately impacted by COVID-19, adopted an eviction moratorium, and will consider an extension to the eviction moratorium on June 21, 2022. Work continues on other efforts identified through the group.


Facilitate new housing. In March 2022, the City Council approved \$2.6 million in funding through the City’s Affordable Housing Trust Fund to support the Vivalon project at 999 Third Street, permanent supportive housing at 3301 Kerner Boulevard, Homeward Bound’s Mill Street 2.0 project, and the Canal Alliance resulting in about 140 new affordable units.

Support Coordinated Entry. The City continued to support the countywide Coordinated Entry system. Since fall 2017, 486 people have been housed in permanent supportive housing and 94% are still housed.



Homelessness programs. In July 2021, the City created the “Service Support Area” at the location of an existing homeless encampment and, with our partners, intensified services to assist people in getting housed. The City also contributed \$260K to a regional effort to increase social worker/case management services. The City was also successful in obtaining a \$522K Encampment Resolution Fund grant from the State of California for additional case management services.

Sustainability, Climate Change, and Disasters

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

Adaptation planning. The City Council declared a Climate Emergency in September 2021 and subsequently secured commitments for grants totaling about \$750K for adaptation assessments for sea level rise in East San Rafael with a focus on the Canal Neighborhood and is in the process of hiring a full-time Climate Adaptation and Resilience Planner to conduct a citywide adaptation planning process and oversee the sea level rise adaptation assessments.


Electric vehicle (EV) strategy. This has not yet taken place, but in the coming fiscal year, the City will work with the Transportation Authority of Marin and other community partners to develop an EV strategy for San Rafael, including increasing EV’s and EV charging infrastructure at City facilities and in the community.

Greenhouse gas reduction. This goal related to the business ecosystem. The City has completed an initial engagement for an Equitable Low-Carbon Economy project paring climate action with economic development and developed draft goals and metrics. Also, the City developed a new refuse and recyclable materials ordinance requiring mandatory organics recycling for compliance with SB 1383.

Wildfire Prevention Plan. In May 2022, the City Council received a status report on the 38-point Wildfire Prevention and Protection Action Plan, amended the smoking ordinance to prohibit smoking in open space and require designated smoking areas in multi-family housing complexes, and required the replacement of wood roofs.

CITY SERVICE AREAS

Goal A: Neighborhood and Economic Vitality

Goals	\$	
Online permitting	\$\$\$	ΩΩΩ
Virtual building inspections	\$	ΩΩ
Cannabis Program	\$	Ω
Implement General Plan 2040	\$	ΩΩΩ



Goals	\$	Person
Business licenses	\$	ΩΩ
Life in San Rafael	\$	ΩΩ

Online permitting. Work is continuing on a new permitting and land management software system to replace Trakit. The City is supporting inter-departmental teams in research, gathering technical requirements, vendor research, and usability testing during the selection and implementation of a replacement system.

Virtual building inspections. The City implemented a “virtual public counter” so applicants can connect with staff members from Building, Planning, Public Works, and Fire at the same time to streamline input and review documents in real time. Thus far, the City has not found an adequate option for virtual inspections that can address complexity of inspections and lighting and logistical issues but will continue to monitor projects as products improve.

Cannabis Program. The City supported the cannabis license program and quarterly tax collection, conducted compliance visitations, tracked state legislation, and updated necessary codes to sync with State licensing requirements.

Implement General Plan 2040. The City Council, in July/August 2021, adopted the General Plan 2040 and the Downtown Precise Plan, which includes objective standards that will make it easier and more streamlined for residential development to take place in downtown. The City updated existing and created new housing policies, including new ordinances for Accessory Dwelling Units (ADUs) and new adopted review guidelines for SB9 applications – with further detail to be presented summer 2022.

Business licenses. The City continues to research solutions for an easy to use product and will likely be integrated into the permit tracking system. Meanwhile, planning and finance have worked together to create a homeowners’ guide and checklist to help facilitate the business license process.

Life in San Rafael. The City created a new Life in San Rafael social media and business awareness campaign focused on promoting small businesses with unique features and professional photography.

Goal B: Quality of Life

Goals	\$	Person
Parks and Recreation 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



Parks and Recreation Master Plan. A Parks and Recreation Master Plan, to better determine the City’s related goals and priorities, was included as a goal in the General Plan 2040 and is now underway with an expected completion date of Winter/Spring 2023. It will provide a guide to further develop City parks and recreational programs, create and maintain funding, and set priorities for the future.

New Downtown Library. Conceptual design was completed to evaluate the use of Albert Park as a potential joint library and community center. Further exploration put the focus on the Carnegie site and the City is exploring whether to expand the Carnegie and build new amenities, which would require a significant new investment through a ballot measure, or simply to maintain the existing undersized building.

Age-Friendly Strategic Plan. The City continues to work with our partners to implement the age-friendly strategic plan. Additionally, a \$7,000 funding request has been included in the fiscal year 2022-2023 budget to support trainings on ageism and activities to address social isolation.

Virtual Library Programs. The library continues to offer multiple opportunities for virtual access and experiences through efforts such as: a virtual English as a Second Language club, virtual book clubs, and popular programming (such as All Things Apple, Zentangle, and Art Talks) offered on-line. The library has also relaunched in-person storytimes, virtual reality programming, and a new “book a librarian” program, for those that need extended time with a library staff member.

Reduce Litter. The City conducted additional litter cleanups and community engagement around trash and litter issues in the Canal neighborhood. The Volunteer Program and San Rafael Clean campaign will work with residents and businesses to enable more regular cleanup efforts and crowd-sourced solutions to reduce the upstream causes of litter.

Sun Valley Playground. Through the Prop 68 Per Capita Grant Program and Measure A, the City secured funding for the replacement of the playground at Sun Valley Park and ADA accessibility improvements. Staff is currently soliciting community input through an in-person event at Sun Valley Park and an online survey. The final design will be presented to the Park & Recreation Commission this summer, with construction slated to begin in the Fall/Winter 2022.

Public parking facilities art. Parking Services continues to participate in the Downtown Cultural Arts District through public art at parking garages/lots. Specifically the Parking Division plans on collaborating with the Arts District or Youth in Arts to beautify some of our parking assets.

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



Emergency medical services. A working group consisting of chief officers, human resources personnel, labor association representatives, fire captains, and line paramedics will continue to meet regularly to identify strategies to improve emergency medical service levels to meet the increasing demand for services and provide for the delivery of those services in a fiscally responsible manner.

Resiliency training. The Police Department, in cooperation and partnership with San Rafael Fire, facilitated training sessions covering critical incident stress management, wellness, and resiliency for front line personnel. This accomplishment, including on-going training and the creation of a “Peer Support” team creates a “culture of care” for public safety personnel, developing a focus of care, compassion and a focus of resiliency for department staff. Additionally, training in Emotional Intelligence has been provided to Command and Supervisory Staff and may extend to all personnel.


Expand mobile crisis team. The City will consider an Alternate Response Team (ART) planned for the July 5, 2022 City Council meeting to be synergetic with the County’s mobile crisis team and to increase mental health and crisis support in San Rafael.

Multi-hazard capabilities. City staff participated in two functional Emergency Operations Center (EOC) exercises and received EOC-section specific training. The City participated in the update to the County Emergency Operations Plan (EOP), issued an RFP for an update to the City EOP, and continues work to implement and update the Multi-Jurisdictional Hazard Mitigation Plan (MJLHMP) and apply for related grant funds. Over 15,000 defensible space evaluations were completed, parking boxes approved with implementation underway, increased emergency alert registrations, implemented Zonehaven evacuation tool, and conducted multiple community meetings and trainings. Staff will work with Marin County agencies to align with, adopt, and enforce the 2022 California Fire Code with, with amendments.

Diverse workforce. In May 2021, department leadership developed a “recruitment team” represented by a cross-departmental team from multiple levels of rank and assignment within the City. The team is comprised of 70% of female members and 43% of the team included people of color. The SRPD recruitment team has employed an inclusive strategy of reaching out to a diverse candidate pool in an effort to find candidates of high quality that further the mission of SRPD to diversify our ranks.

Fire Stations 54 and 55. The City Council approved the contracts to replace Fire Station 54 and Fire Station 55 in October 2021. Both projects are under construction and on schedule. Their completion will mark the successful conclusion of Phase II of the Essential Facilities replacement program. Phase I included the Public Safety Center including Fire Station 51 and the complete replacement of Fire Station 52 and 57.

Goal D: Public Assets

Goals	\$	
Improvements on Third Street	\$\$\$\$	Ω
Expand the Canal Wi-Fi	\$\$\$	ΩΩΩ
Traffic signal upgrades	\$\$\$	ΩΩ



Goals	\$	Person
Street Tree Ordinance	\$	ΩΩ
Southern Heights Bridge	\$\$\$\$	ΩΩ
Relocation of Bettini Transit Center	\$\$\$\$	ΩΩ
Form ESR Parking Task Force	\$\$\$\$	ΩΩΩ
San Rafael Channel dredging	\$\$\$\$	ΩΩ

Improvements on Third Street. The 18-month Third Street improvement project is under construction and includes City, San Rafael Sanitation District, Marin Water, and PG&E improvements to upgrade safety, infrastructure, and multi-modal traffic needs. Among other things, the project is focused on traffic, bicycles, and pedestrian access; rehabilitation of pavement; upgrading curb ramps for accessibility; upgrading traffic signal infrastructure; and replacing water and sewer lines.

Expand the Canal Wi-Fi. The City continues to work with Digital Marin on expanding the WiFi network. Also, the City joined the Waze For Cities Program to enable the Police Department and Department of Public Works to share information with Waze users about road closures, events, and the location of responding emergency vehicles.

Traffic signal upgrades. The City continued the upgrade of traffic signals with battery back-up units and initiated a state-of-the-art emergency vehicle preemption program. Also, the Idea Grant Signal Upgrade project was completed making San Rafael a “Smart City”.

Street Tree Ordinance. The street tree ordinance is currently in draft form and will be brought for City Council consideration in summer 2022.

Southern Heights Bridge. The Southern Heights Bridge reconstruction is complete and is once again in use. The wood bridge was replaced with a concrete bridge that is both seismically safe and wide enough for emergency vehicles.


Relocation of Bettini Transit Center. The City Council approved comments on the draft Environmental Impact Report and staff is working collaboratively with all of the transit agencies involved in this effort including the Golden Gate Bridge, Highway, and Transportation District; Transportation Authority of Marin; Marin Transit; and the Sonoma Marin Area Rail Transit.

Form East San Rafael Parking Task Force. The Task Force has been formed and is continuing their work to identify additional strategies to make parking improvements in addition to the strategies that have already been implemented from the East San Rafael Parking Study such as time limited parking and additional striped parking.

San Rafael Channel dredging. Earlier this year, the President HR2471 which included \$6.75 million for dredging of the San Rafael Channel. The funds were appropriated under the US Army Corps of Engineers 2022 operation and maintenance work plan. The Army Corps is working on a timetable for the dredging with a bid opening planned on June 21, 2022.



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

Complete redistricting process. The redistricting process was completed in 2022 using 2020 US Census data. The districts were created recently in San Rafael and met all of the required conditions, so the Council elected to leave them unchanged.

Ensure hybrid meeting model. Earlier this year, the Council implemented a hybrid meeting model in the Council Chambers so that the public can attend in-person or virtually. This model is now in the works for the Boards and Commissions.

Boards and Commissions. The City made a number of improvements and standardizations to the Boards and Commissions at the June 6, 2022 City Council meeting – including having four Planning Commissioners appointed by district and three at-large.

Enterprise Resource Planning. Planning continues to replace the EPR which currently relies on manual entry, imports and exports of CSVs, paper-based processes, and disparate solutions for maintaining financial records and reporting for incoming revenue and budgeting. A modern system that is designed with users at the center will greatly improve operational efficiency and management practices across the City.

Master Fee Schedule. The Master Fee Schedule has not been updated overall, but fees were updated in multiple departments including a comprehensive review of Library and Recreation Department fees, the paramedic tax, traffic mitigation fee, and other minor adjustments. A fee study has been completed for fees associated with development review to cover planning, building, fire, and engineering costs. A fee update for these fees will take place in the coming fiscal year.

Together San Rafael. Digital Service and Open Government staff created and implemented the “Innovation Lab” program which was designed to provide internal skill building and an approachable way for employees to learn about process improvement techniques. Through a series of trainings, City of San Rafael staff are learning how to make their processes run smoother in order to continuously improve the quality and efficiency of city service delivery without adding costs or requiring more resources. The Innovation Lab trained over 50 City employees across departments. Staff developed innovations in their own processes that were simple, practical, and repeatable in order to better serve the City of San Rafael.



II. Measuring our Goals and Objectives FY 2021 – 2023

Background

The City of San Rafael is in the process of formalizing a data-driven approach to the implementation of our goals and objectives. 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. In June 2021, the City identified the following needs:

- We would like more clarity into how progress is being made against goals and objectives. How do we know if we're on track?
- 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?

To meet these needs, the City has spent the last six months socializing performance measurement practices and techniques with staff and defining useful measures to track progress towards the Council's four policy objectives.

FY 2022-2023 Steps

Over the next year, the City will:

- Collect and measure data to determine the current state for each of the identified metrics
- Identify any data quality issues, and adjust metrics if necessary
- Analyze metrics over time to determine trend lines
- Set targets and stretch goals for each of the metrics if targets are not already defined by the City or relevant departments. The targets will be informed by the baseline and trend lines for each metric
- Align projects and initiatives to desired metrics and use data to see if those projects are making a meaningful difference

Performance Metrics

City staff have identified 15 metrics to start collecting, measuring, and analyzing in the next fiscal year to track progress towards the Council's key policy areas. In addition to these 15 metrics, City staff are tracking other metrics internally that measure performance towards department specific goals and objectives.

We will report progress against the 15 metrics described below to Council at least twice a year with the mid-year and annual budget reports.



Measuring our Goals and Objectives FY 2021 – 2023

Performance Metrics

Policy Area	Metric	Description
Economic Recovery	Foot Traffic Downtown	Average number of times pedestrians use crosswalks on Fourth Street. This metric can be calculated daily, weekly, and/or monthly and shown as a time series.
Economic Recovery	Number of Approved Business License Applications	Number of business license applications approved by the City. This metric can be shown monthly, quarterly, or yearly, and shown as a time series.
Economic Recovery	Revenue of Local Businesses	Total annual revenue reported by businesses based in San Rafael when applying or renewing their business license. This metric can be broken down by business type.
Economic Recovery	Occupancy Rate of Storefronts	Percent of storefronts occupied over time in San Rafael. This metric can be broken down by neighborhood and calculated weekly, monthly, or quarterly.
Racial Equity	Community Resilience Estimates for Equity in majority POC vs. majority white census tracts	A Census indicator created to measure the capacity of individuals and households within a community to absorb the external stresses of a disaster. The estimate is modeled using 10 resilience-related risk factors: income to poverty ratio, single or zero caregiver household, crowding, communication barriers, employment, disability status, health insurance coverage, being aged 65 or older, vehicle access, and broadband internet access. Updated annually.
Racial Equity	Diversity of City Workforce	Self-identified race/ethnicity data of City staff submitted to HR upon hire.
Racial Equity	Average business revenue in majority white vs. majority POC Census Tracts	Total annual business revenue divided by number of businesses in majority white vs. majority POC census tracts.



Policy Area	Metric	Description
Sustainability, Climate Change, and Disasters	Greenhouse gas emissions	Percentage change in Greenhouse Gas Emissions in San Rafael relative to emissions in 2005.
Sustainability, Climate Change, and Disasters	Percent of residents and businesses composting organics	Percent of residents and businesses composting organics as reported for SB 1383.
Sustainability, Climate Change, and Disasters	Percent of properties in compliance with Citywide standards to reduce wildfire risk	Percent of properties in compliance with SRMC 4.12 Citywide Vegetation Standards based on individual property evaluations and reporting.
Sustainability, Climate Change, and Disasters	Percent of residents signed up for emergency alerts	Percent of registered San Rafael users of Nixle and AlertMarin.
Housing and Homelessness	Number of tents/structures in encampments	Number of tents/structures in encampments, as noted by the SRPD and rangers.
Housing and Homelessness	Number of people transitioned to Permanent Supportive Housing	Number of Marin County residents transitioned to Permanent Supportive Housing.
Housing and Homelessness	Housing units entitled and housing units produced by unit income level	Number of housing units within housing developments or projects that have received all the required land use approvals or entitlements necessary for the issuance of a building permit by unit income level, and the number of units that receive a final inspection/certificate of occupancy by unit income level.
Housing and Homelessness	Number of deed-restricted affordable units	Number of units that have a use-restriction limiting the rent or purchase price and requiring occupancy by low-income renters/buyers for a period of time.

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 2022-2023; PROVIDING FOR THE APPROPRIATIONS AND EXPENDITURE OF ALL SUMS SET FORTH IN THE BUDGET IN THE AMOUNT OF \$166,109,509; AUTHORIZING AN INCREASE TO CITY STAFF HEADCOUNT; AMENDING RESOLUTION 14954 REGARDING THE COMPENSATION AND WORKING CONDITIONS FOR CERTAIN UNREPRESENTED EXECUTIVE MANAGEMENT EMPLOYEES; AND APPROVING A ONE-TIME 5% INCREASE TO CHILDCARE FEES

WHEREAS, on May 16, 2022, City staff submitted to the San Rafael City Council at its regular meeting a Preliminary Capital Improvement Program for the fiscal year July 1, 2022 – June 30, 2023; and

WHEREAS, on June 21, 2022, 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, 2022 – June 30, 2023; 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 2022-2023; and

WHEREAS, it is the intention of this Council to carry forward unspent capital projects resources funded in fiscal year 2021-2022 to complete the balance of these projects in the 2022-2023 fiscal year; and

WHEREAS, it is the intention of this Council to carry forward unspent operational funds from fiscal year 2021-2022 encumbered through approved, active purchase orders to complete the balance of these purchases in the 2022-2023 fiscal year; and

WHEREAS, in order to focus on finding ways to maximize the capacity of current City staff and creatively implement process improvements cross-departmentally, the Council desires to authorize the addition of full-time equivalent staff positions; and

WHEREAS, through [Resolution No. 14954](#), the City Council established the terms of compensation for the Unrepresented Executive Management group from July 1, 2021 to June 30, 2024, and certain executive salary positions are below market and also causing compaction issues because there is insufficient separation of salaries among the

employees who report to them; and

WHEREAS, the City Council desires to amend [Resolution No. 14954](#) to relieve the salary compaction issues; and

WHEREAS, since the City's childcare fees were updated in 2021, there have been changes to costs borne to provide programs and services, market rates and comparable fee structures, and the City wishes to increase Childcare fees by 5% based on the current costs reasonably borne and in alignment with market rates and best practices.

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, 2022 through June 30, 2023, is hereby adopted, with net appropriations of \$166,109,509. General Fund operational uses total \$95,250,644 as presented in Exhibit II attached hereto and incorporated herein. A total of \$1,027,836 is appropriated for General Plan support, \$58,597,657 is appropriated for special revenue and grant activities, \$4,992,750 for the parking enterprise, \$3,996,830 for capital projects, and \$23,719,410 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 2022-2023.
3. The Capital Improvement Program and projects presented for implementation in fiscal year 2022-2023 are hereby approved.
4. The City Manager is hereby authorized to increase City staff headcount to 422.76 full-time equivalent positions, as presented in Exhibit III, attached hereto and incorporated herein by taking the following actions:
 - Convert one fixed-term professional temp in the City Manager's Office to a permanent management analyst represented by Local 1 at an increased cost of \$48,674.
 - Convert one fixed-term professional temp in the Fire Department to a permanent mid-manager deputy fire marshal at an increased cost of \$40,356.
 - Eliminate the vacant senior recreation supervisor mid-manager position, add 3 office assistant positions represented by SEIU in the Recreation division, and reduce the temp help budget by \$165,000. No increased cost and net headcount of 2.
 - Eliminate the housing manager position while adding a housing and homelessness analyst and an assistant director of Community Development. Net headcount of 1 and the ability to negotiate two total compensation positions with a total cost of not to exceed \$506,431.

5. The City of San Rafael will carry forward unspent capital project funds from fiscal year 2021-2022 and reappropriate these funds in fiscal year 2022-2023 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 2021-2022 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.
8. [Resolution No. 14954](#), establishing the terms of compensation for the Unrepresented Executive Management group from July 1, 2021 to June 30, 2024, is hereby amended as follows:
 - Exhibit A, setting forth the enumerated Executive Management Employees of the City of San Rafael and their salary schedule, is replaced in its entirety with Exhibit IV, attached hereto and incorporated herein by reference, setting forth an amended salary schedule for certain Executive Management Employees for the time period of June 30, 2022 through June 30, 2024;
 - The City Manager shall have the discretionary authority to adjust upwards upon performance evaluation the salary of the Assistant City Manager to no more than 15% less than the City Manager base salary, as reflected in Exhibit IV; and
 - The City Manager shall have the authority to adjust upwards upon performance evaluation the salary of the Police Chief and the Fire Chief to no more than 18% less than the City Manager base salary, as reflected in Exhibit IV.

This amendment to [Resolution No. 14954](#) shall become effective on June 30, 2022. All other provisions of [Resolution No. 14954](#) shall remain valid and effective where not in conflict with this amendment.

9. The childcare fees presented in Exhibit V, Proposed Fee Schedule, attached hereto and incorporated herein by reference, are hereby approved and directed to be computed and applied by the Library and Recreation Department and collected by the City's Finance Department. All fees set by this resolution are for each identified service; additional fees shall be required for each additional service that is requested or required. Where fees are indicated on a per unit measurement basis, the fee is for each identified unit or portion thereof, within the indicated ranges of such units. The childcare fees adopted herein shall become effective on August 18, 2022, which is the start of the school year.

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 Tuesday, the 21st day of June 2022, by the following vote, to wit:

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

LINDSAY LARA, City Clerk

CITY OF SAN RAFAEL
CONSOLIDATED FUNDS

FY 2022-23 PROJECTED BUDGET		Est. Actual	Total			Total			June 30, 2023
FUND NAME	June 30, 2022 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	\$1,735,481	\$95,870,730	\$1,770,072	\$97,640,802	91,943,644	\$3,307,000	\$95,250,644	\$4,125,639
218	General Plan Special Revenue Fund	207,617	897,449		897,449	1,027,836		1,027,836	77,230
SPECIAL REVENUE & GRANT FUNDS:									
205	Storm Water Fund	4,857,596	830,000		830,000	5,304,950		5,304,950	382,646
206	Gas Tax	5,037,287	31,693,634		31,693,634	28,245,000	650,000	28,895,000	7,835,921
207	Development Services	1,511	-		-			-	1,511
208	Child Care	39,639	2,980,000		2,980,000	3,322,446		3,322,446	(302,807)
210	Paramedic/EMS	859,286	8,658,220		8,658,220	8,821,778		8,821,778	695,728
216	Cannabis	562,598	300,000		300,000	159,057		159,057	703,541
217	State Lands Fund	336,391	37,000		37,000			-	373,391
222	Recreation Revolving	272,394	2,346,405	2,207,000	4,553,405	4,770,850		4,770,850	54,949
223	Household Haz. Waste Fund	395,562	187,500		187,500	177,428		177,428	405,634
228	Hazardous Materials Fund	55,251	-		-			-	55,251
234	Pt. San Pedro A.D. Maintenance Portion	95,712	158,000		158,000	20,200		20,200	233,512
235	Baypoint Lagoons L & L Assessment District	164,901	25,000		25,000	7,700		7,700	182,201
236	Loch Lomond CFD #10	767,741	25,000		25,000	6,854		6,854	785,887
237	Loch Lomond Marina CFD #2	459,999	83,000		83,000	7,030		7,030	535,969
240	Parkland Dedication	333,144	-		-			-	333,144
241	Measure A Open Space	347,835	-		-	300,000		300,000	47,835
242	Measure C Wildfire Prevention	428,284	1,899,260		1,899,260	2,326,911		2,326,911	633
495	Low and moderate Income Housing Fund	1,130,644	-		-	95,000		95,000	1,035,644
LIBRARY AND FALKIRK:									
214	Library Revolving	106,373	16,650		16,650	100,000		100,000	23,023
215	Library Special Assessment Fund	889,746	1,133,502		1,133,502	1,147,300		1,147,300	875,948
	Library Fund	996,119	1,150,152	-	1,150,152	1,247,300	-	1,247,300	898,971
PUBLIC SAFETY:									
200	Abandoned Vehicle	20,196	80,000	85,000	165,000	175,092		175,092	10,104
202	Asset Seizure	1,637	-		-			-	1,637
204	Crime Prevention	5,573	-		-			-	5,573
230	Youth Services - Police	80,668	15,000		15,000	25,064		25,064	70,604
	Public Safety Fund	108,074	95,000	85,000	180,000	200,156	-	200,156	87,918
TRAFFIC AND HOUSING:									
243	Affordable Housing in lieu	4,473,913	300,000		300,000	105,000		105,000	4,668,913
245	Housing & Parking In-lieu	363,266	-		-			-	363,266
246	East S.R. Traffic Mitigation	2,285,622	575,000		575,000	800,000		800,000	2,060,622
	Traffic & Housing Mitigation Funds	7,122,801	875,000	-	875,000	905,000	-	905,000	7,092,801
GRANT:									
201	A.D.A.. Access Projects	-	-		-	-		-	-
260	Pickleweed Childcare Grant	224,544	460,945		460,945	608,653		608,653	76,836
281	Public Safety Grants	237,999	400,000		400,000	457,415		457,415	180,584
283	Grant-Other	259,569	842,952		842,952	963,929		963,929	138,592
	Grant Funds	722,111	1,703,897	-	1,703,897	2,029,997	-	2,029,997	396,011
SPECIAL REVENUE & GRANT FUND TOTAL		25,094,880	53,047,068	2,292,000	55,339,068	57,947,657	650,000	58,597,657	21,836,291

CITY OF SAN RAFAEL
CONSOLIDATED FUNDS

FY 2022-23 PROJECTED BUDGET		Est. Actual	Total			Total			June 30, 2023
FUND NAME		June 30, 2022 Balance	Operating and Capital Revenue	Transfers In	Total Resources	Operating and Capital Budget	Transfers to Other Funds	Total Appropriations	Projected Balance
ASSESSMENT DISTRICTS:									
Var.	Assessment District Projects	305,088			-			-	305,088
ASSESSMENT DISTRICT TOTAL		305,088	-	-	-	-	-	-	305,088
CAPITAL PROJECT FUNDS:									
401	Capital Improvement	432,191			-			-	432,191
405	Open Space Acquisition	117,099			-		-	-	117,099
406	Bedroom Tax	103,495			-			-	103,495
407	Parks Capital Projects	14,809			-			-	14,809
420	Measure E - Public Safety Facilities	12,011,153		-	-	3,996,830		3,996,830	8,014,323
CAPITAL PROJECT FUND TOTAL		12,678,748	-	-	-	3,996,830	-	3,996,830	8,681,918
ENTERPRISE FUND:									
501	Parking Services	539,621	3,636,760		3,636,760	4,471,428	521,322	4,992,750	(816,369)
ENTERPRISE FUND TOTAL		539,621	3,636,760	-	3,636,760	4,471,428	521,322	4,992,750	(816,369)
INTERNAL SERVICE FUNDS:									
227	Sewer Maintenance	4	3,110,753		3,110,753	3,110,753		3,110,753	4
600	Vehicle Replacement	3,758,664	1,806,860		1,806,860	2,396,000		2,396,000	3,169,524
601	Technology Replacement	3,356,569	2,235,890		2,235,890	3,650,143		3,650,143	1,942,316
602	Fire Equipment Replacement	999,604	131,000		131,000	131,000		131,000	999,604
603	Building Improvement	1,963,802	1,000,000		1,000,000	800,000		800,000	2,163,802
604	Employee Benefits	602	1,150,000		1,150,000	1,139,557		1,139,557	11,045
605	Liability Insurance	592,154	2,364,880		2,364,880	2,821,379		2,821,379	135,655
606	Workers Compensation Insurance	1,382,355	2,554,911		2,554,911	3,511,608		3,511,608	425,658
607	Dental Insurance	365,107	511,504		511,504	495,000		495,000	381,611
608	Radio Replacement	-	713,526		713,526	510,000		510,000	203,526
609	Telephone/Internet	350,265	672,220		672,220	676,220		676,220	346,265
611	Employee Retirement	2,002,325		1,100,000	1,100,000	4,000	683,750	687,750	2,414,575
612	Retiree Health Benefit OPEB	1,439,070	3,149,985		3,149,985	3,660,000		3,660,000	929,055
613	Police Equipment Replacement	243,330	40,000		40,000	130,000		130,000	153,330
INTERNAL SERVICE FUND TOTAL		16,453,850	19,441,529	1,100,000	20,541,529	23,035,660	683,750	23,719,410	13,275,969
TRUST AND AGENCY FUNDS:									
712	Library Fiduciary	2,344,784	-		-	-		-	2,344,784
TRUST & AGENCY FUND TOTAL		2,344,785	-	-	-	-	-	-	2,344,785
COMBINED FUNDS TOTAL		59,360,070	172,893,536	5,162,072	178,055,608	182,423,055	5,162,072	187,585,127	49,830,551
LESS: INTERFUND TRANSFER				(5,162,072)	(5,162,072)		(5,162,072)	(5,162,072)	
LESS: INTERNAL SERVICE CHARGES			(16,313,546)		(16,313,546)	(16,313,546)		(16,313,546)	
NET TOTALS FY 2022-2023		59,360,070	156,579,990	-	156,579,990	166,109,509	-	166,109,509	49,830,551

**GENERAL FUND
PROPOSED BUDGET FY 2022-2023**

EXHIBIT II

REVENUES & OTHER OPERATIONAL SOURCES

Taxes

Property Tax and related	\$	24,409,721
Sales Tax		25,085,742
Sales Tax -Measure E		14,694,975
Sales Tax -Measure R		4,898,325
Franchise Tax		4,182,016
Business Tax		2,669,567
Transient Occupancy Tax		2,483,067

Other Agencies

CSA #19 Fire Service		2,442,513
VLF Backfill		6,700,000
Other Agencies (Prop 172, Owner Prop Tax, State Mandate, Other agencies)		1,903,252

Other Revenues

Permits & Licenses (building, electrical, encroachment, use, alarm)		3,010,159
Fine & Forfeitures (traffic, vehicle, etc.)		186,732
Interest & Rents (investment earnings, rents, etc.)		47,500
Charges for Services (includes dev't fees and plan review)		2,568,965
Other Revenue (damage reimbursements, misc income)		588,196

Sub-total: Revenues	\$	95,870,730
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TRANSFERS IN

from Gas Tax		650,000
from Parking Services Fund - Admin. cost		436,322
from Employee Retirement Fund - POB debt payment		683,750

Sub-total: Transfers In	\$	1,770,072
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TOTAL SOURCES

	\$	97,640,802
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EXPENDITURES AND OTHER OPERATIONAL USES

Expenditures by Department

Finance		3,006,783
Non-Departmental		8,813,199
City Manager/City Council		3,879,901
City Clerk		560,104
Digital Service		1,783,474
Human Resources		636,964
City Attorney		1,133,773
Community Development		5,295,975
Police		26,396,943
Fire		22,026,466
Public Works		14,428,029
Library		3,266,529
Economic Development		715,504

Sub-total: Expenditures	\$	91,943,644
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OPERATIONAL TRANSFERS OUT

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

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

	\$	95,250,644
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NET OPERATING RESULTS

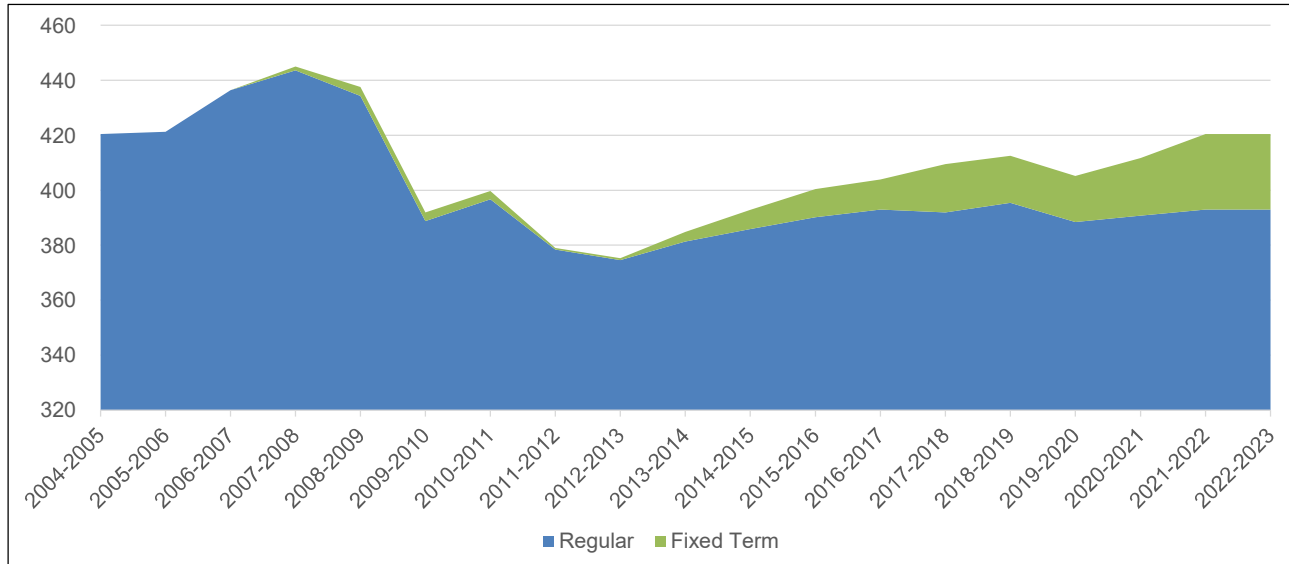
	\$	2,390,158
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Departments	Final 2014-2015	Final 2015-2016	Final 2016-2017	Final 2017-2018	Final 2018-2019	Final 2019-2020	Final 2020-2021	Final 2021-2022	Proposed Budget 2022-2023
Community Development	17.80	19.80	20.00	21.00	21.00	20.75	20.75	22.00	23.00
Community Services	59.31	59.33	59.43	59.43	60.90	54.90	54.90	54.90	56.90
City Attorney	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
City Manager/Council	14.56	14.56	14.56	15.56	11.56	11.56	11.56	10.56	11.56
Economic Development (former RDA)	-	-	-	-	2.00	2.00	2.00	1.00	1.00
Finance	11.00	11.72	11.72	9.72	9.72	9.72	9.72	11.00	11.00
Fire	79.00	79.00	79.00	78.00	78.00	78.00	78.00	80.00	81.00
Library	23.41	23.41	23.41	23.41	23.41	21.66	21.66	21.66	21.66
Human Resources	3.00	3.50	4.00	4.00	4.00	4.00	4.00	3.00	3.00
Digital Services (Formerly IT)	5.70	5.70	6.70	6.70	9.70	8.70	8.00	8.00	8.00
Parking Services	16.63	16.63	16.63	16.63	16.63	16.63	16.63	16.63	16.63
Police	88.00	89.00	90.00	90.00	92.00	92.00	94.00	93.00	93.00
Public Works	62.00	62.00	62.00	62.00	61.00	63.00	64.00	65.00	65.00
Fixed-Term	7.98	12.26	13.06	18.53	17.16	16.81	21.01	27.51	25.51
Citywide Positions	393.89	402.41	406.01	410.48	412.58	405.23	411.73	419.76	422.76

General Notes:

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

Figure 1: Graph of Regular and Fixed-Term Staff, 2004 to 2023



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

**City of San Rafael
Job Class Specification**

Job Title: Deputy Fire Marshal (Non-Safety)

SUMMARY

Under general direction, reviews, inspects and investigates for fire prevention-related activities; inspects fire protection systems, construction sites, occupancies, structures, buildings, and storage and usages to ensure an appropriate level of fire protection and compliance with applicable state and local ordinances, and with nationally recognized fire protection standards; investigates and reviews a variety of fire-related issues; enforces the fire- and building-related codes and other aspects of the municipal code relating to construction, code enforcement, and building inspection; conducts field inspections for compliance with fire and life safety standards; conducts the full range of simple to complex plan reviews; presents education to the public on fire prevention, code enforcement; environmental management; vegetation management and does related work as assigned. Performs other non-fire prevention related duties as directed.

This position receives direct supervision from the Fire Chief/Fire Marshal. ~~Deputy Fire Chief and Battalion Chiefs.~~ This position directly supervises the Fire Inspectors and other defensible space inspection staff as needed.

DISTINGUISHING CHARACTERISTICS:

This is the journey-level, mid-management, non-safety class position. Advanced experience in building and fire code applications and specialization in fire prevention and municipal code enforcement is required. It is distinguished from the Fire Prevention Inspector classifications by the greater independence and technical expertise which the incumbent is expected to effectively demonstrate. Employees at this level receive only occasional instruction or assistance as new or unusual situations arise and are fully aware of the operating procedures and policies of the work unit. Positions in this class are normally filled by advancement from the inspector class after demonstrating the higher-level knowledge and skills; or when filled from outside the City. Incumbents must have significant fire prevention training and experience.

ESSENTIAL DUTIES:

- Reviews plans and specifications for fire suppression systems and fire alarm systems.
- Supports fire suppression specifications and Fire and Building Code requirements to ensure compliance with Federal, State, and local fire safety regulations, laws, standards, and codes.
- Performs or oversees field inspections of construction sites for compliance with all fire code requirements.
- Reviews site and building development plans for local fire protection and system requirements and Fire Department suppression operational standards.
- Provides technical advice to City staff, contractors, architects, developers and the general public.
- Performs basic and complex calculations necessary to review plans and to calculate fees. Issues permits and processes reports and other data on the computerized permit tracking system.
- Designs and prepares informational handouts for distribution to the public.
- Participates in fire investigation efforts - structural, transportation, and wildland.
- Advises building and fire inspectors on fire and life safety issues arising in the field during construction inspections.
- Provides work review/information and instruction to Fire and Building division personnel as directed.
- Assigns work, including field inspections and reviews performance for the Fire Inspectors, as determined by the Fire Chief/Fire Marshal, and in communication/collaboration with Deputy Chief and/or Battalion

Chiefs.

- Provides direct support to Vegetation Management Unit (VMU) personnel through training, oversight, and guidance to VMU in concert with the Marin Wildfire Prevention Authority and program coordinator (Deputy Emergency Director and/or Fire Chief)
- Conducts vegetation management inspections, meets with property owners and oversees/coordinates with contractors performing brush removal work.
- Supports engine companies performing business and vegetation management inspections.
- Evaluates subordinate personnel.
- Assists the Fire Chief/Fire Marshal and Deputy Chief in budget preparation and code adoption.
- As required, makes written or oral reports to the City Council, Planning Commission, and civic groups.
- Performs related duties and responsibilities as required.

Knowledge of:

- English grammar, spelling, vocabulary and report writing.
- Principles, practices, and techniques of fire suppression.
- Building construction methods and practices.
- Mathematical and basic engineering skills.
- Fire Department policies and procedures.
- Fire and building codes, environmental regulations and vegetation management requirements.

Ability to:

- Evaluate, approve and inspect various types of fire protection systems.
- Analyze Fire Protection problems and develop objective solutions by applying innovative approaches to problem solving.
- Analyze and evaluate statistical data.
- Check hydraulic calculations to determine adherence of fire extinguishing system plans to code requirements and specific applications.
- Express ideas and communicate clearly and concisely, both orally and in writing.
- Deal tactfully and in a cooperative manner with architects, engineers, developers, the public and City staff to provide a high level of customer service.
- Work independently as well as with a team.
- Organize and prioritize workload effectively.
- Operate Microsoft Excel, Word, ~~and Outlook~~, Office 365, Microsoft Teams, and Zoom
- Review mathematical calculations.

EDUCATION AND TRAINING GUIDELINES:

Any combination equivalent to experience and training that would provide the required knowledge skills and abilities would be qualifying. A typical way to obtain the knowledge skills and abilities would be:

Experience:

Three years of Fire Prevention experience which involved fire plan check, field inspection, and public education/relations.

Licenses, Certificates and Education:

- Possession of a California Class "C" driver's license and satisfactory driving record. (Maintenance of a California driver's license is a condition of employment.)
- Possession of an AA or AS degree from an accredited college or university. B.S. degree is highly desirable.
- Certification as Fire Prevention Officer.
- Successful completion of the California State Fire Marshal's service training program classes; 1A, 1B, 1C, 2A, 2B, 2C, 3A 3B and PC832, or ability to obtain within one year of appointment.

EXHIBIT III – Job Description

- Possession of a certificate as a Plans Examiner issued by the International Code.
- Council or State Fire Marshal's office or equivalent state, national or international association is desirable.

PHYSICAL DEMANDS:

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

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

WORK ENVIRONMENT:

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

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

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

Department: Fire Department
FLSA Status: Exempt
Prepared By: City of San Rafael
Prepared Date: January 2008
Revised: August 2015
Revised: May 2022

SAN RAFAEL UNREPRESENTED EXECUTIVE MANAGEMENT
SALARY SCHEDULE - Exhibit A to Resolution No. 14954
Effective June 30, 2022

Grade	Position	A	B	C	D	E
2142	Administrative Services Director	\$ 13,303	\$ 13,968	\$ 14,667	\$ 15,400	\$ 16,170
2501	Assistant City Attorney	\$ 12,646	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371
2001	Assistant City Manager	\$ 14,305	\$ 15,020	\$ 15,771	\$ 16,560	\$ 17,387 *
2300	Community Development Director	\$ 13,888	\$ 14,583	\$ 15,312	\$ 16,078	\$ 16,881
4205	Director of Digital Service & Open Government	\$ 12,646	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371
2801	Director of Economic Development & Innovation	\$ 12,646	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371
2205	District Manager/Engineer (SRSD)	\$ 12,585	\$ 13,214	\$ 13,875	\$ 14,568	\$ 15,297
2140	Finance Director	\$ 12,646	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371
7101	Fire Chief	\$ 14,235	\$ 14,946	\$ 15,694	\$ 16,478	\$ 17,302 *
1106	Human Resources Director	\$ 12,646	\$ 13,278	\$ 13,942	\$ 14,639	\$ 15,371
2406	Library and Recreation Director	\$ 13,283	\$ 13,947	\$ 14,644	\$ 15,376	\$ 16,145
6101	Police Chief	\$ 14,235	\$ 14,946	\$ 15,694	\$ 16,478	\$ 17,302 *
2201	Public Works Director	\$ 13,956	\$ 14,653	\$ 15,386	\$ 16,155	\$ 16,963

Position	Monthly Salary
City Manager (Appointed)	\$ 21,986

* Based on language in the executive resolution, steps can be at a maximum per the below based on City Manager discretion pertaining to performance evaluation

Assistant City Manager	\$ 15,728	\$ 16,515	\$ 17,341	\$ 18,208	\$ 19,118
Fire Chief	\$ 15,329	\$ 16,095	\$ 16,900	\$ 17,745	\$ 18,632
Police Chief	\$ 15,329	\$ 16,095	\$ 16,900	\$ 17,745	\$ 18,632

SAN RAFAEL UNREPRESENTED EXECUTIVE MANAGEMENT
SALARY SCHEDULE - Exhibit A to Resolution No. 14954
Effective July 1, 2022

Grade	Position	A	B	C	D	E
2142	Administrative Services Director	\$ 13,835	\$ 14,527	\$ 15,253	\$ 16,016	\$ 16,817
2501	Assistant City Attorney	\$ 13,151	\$ 13,809	\$ 14,499	\$ 15,224	\$ 15,986
2001	Assistant City Manager	\$ 14,877	\$ 15,621	\$ 16,402	\$ 17,222	\$ 18,083 *
2300	Community Development Director	\$ 14,375	\$ 15,093	\$ 15,848	\$ 16,640	\$ 17,472
4205	Director of Digital Service & Open Government	\$ 13,151	\$ 13,809	\$ 14,499	\$ 15,224	\$ 15,986
2801	Director of Economic Development & Innovation	\$ 13,151	\$ 13,809	\$ 14,499	\$ 15,224	\$ 15,986
2205	District Manager/Engineer (SRSD)	\$ 13,025	\$ 13,676	\$ 14,360	\$ 15,078	\$ 15,832
2140	Finance Director	\$ 13,151	\$ 13,809	\$ 14,499	\$ 15,224	\$ 15,986
7101	Fire Chief	\$ 14,804	\$ 15,544	\$ 16,321	\$ 17,137	\$ 17,994 *
1106	Human Resources Director	\$ 13,151	\$ 13,809	\$ 14,499	\$ 15,224	\$ 15,986
2406	Library and Recreation Director	\$ 13,814	\$ 14,505	\$ 15,230	\$ 15,991	\$ 16,791
6101	Police Chief	\$ 14,804	\$ 15,544	\$ 16,321	\$ 17,137	\$ 17,994 *
2201	Public Works Director	\$ 14,514	\$ 15,239	\$ 16,001	\$ 16,801	\$ 17,642

Position	Monthly Salary
City Manager (Appointed)	\$ 22,756

* Based on language in the executive resolution, steps can be at a maximum per the below based on City Manager discretion pertaining to performance evaluation

Assistant City Manager	\$ 16,280	\$ 17,094	\$ 17,948	\$ 18,846	\$ 19,788
Fire Chief	\$ 15,866	\$ 16,659	\$ 17,492	\$ 18,367	\$ 19,285
Police Chief	\$ 15,866	\$ 16,659	\$ 17,492	\$ 18,367	\$ 19,285

SAN RAFAEL UNREPRESENTED EXECUTIVE MANAGEMENT
SALARY SCHEDULE - Exhibit A to Resolution No. 14954
Effective July 1, 2023

Grade	Position	A	B	C	D	E
2142	Administrative Services Director	\$ 14,389	\$ 15,108	\$ 15,863	\$ 16,657	\$ 17,489
2501	Assistant City Attorney	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625
2001	Assistant City Manager	\$ 15,472	\$ 16,246	\$ 17,058	\$ 17,911	\$ 18,806 *
2300	Community Development Director	\$ 14,878	\$ 15,621	\$ 16,403	\$ 17,223	\$ 18,084
4205	Director of Digital Service & Open Government	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625
2801	Director of Economic Development & Innovation	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625
2205	District Manager/Engineer (SRSD)	\$ 13,481	\$ 14,155	\$ 14,863	\$ 15,606	\$ 16,386
2140	Finance Director	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625
7101	Fire Chief	\$ 15,396	\$ 16,166	\$ 16,974	\$ 17,823	\$ 18,714 *
1106	Human Resources Director	\$ 13,677	\$ 14,361	\$ 15,079	\$ 15,833	\$ 16,625
2406	Library and Recreation Director	\$ 14,366	\$ 15,085	\$ 15,839	\$ 16,631	\$ 17,462
6101	Police Chief	\$ 15,396	\$ 16,166	\$ 16,974	\$ 17,823	\$ 18,714 *
2201	Public Works Director	\$ 15,094	\$ 15,849	\$ 16,641	\$ 17,474	\$ 18,347

Position	Monthly Salary
City Manager (Appointed)	\$ 23,552

* Based on language in the executive resolution, steps can be at a maximum per the below based on City Manager discretion pertaining to performance evaluation

Assistant City Manager	\$ 16,849	\$ 17,691	\$ 18,576	\$ 19,505	\$ 20,480
Fire Chief	\$ 16,420	\$ 17,241	\$ 18,103	\$ 19,009	\$ 19,959
Police Chief	\$ 16,420	\$ 17,241	\$ 18,103	\$ 19,009	\$ 19,959

Childcare - Proposed Fee Schedule

Child Care Fees

Day	Approximate Times	Proposed Regular Rate	Proposed Drop in Rate
Full Day	7:30-6:30	\$59	\$64
Recreation Day	10:00-4:00	\$46	\$51
After School	2:30-6:30	\$26	\$31
Minimum Day/K-Full	1:25-6:30	\$38	\$43
Minimum Day Conf/ * K-Full 8/23-9/07	12:05-6:30	\$48	\$53
K-Part/TK-Part	1:25-2:30	\$17	\$23
*K-Part 8/23-9/07	11:50-2:30	\$22	\$27
Preschool Tuition		\$1,548	
Reg Fee		\$75/child	



SAN RAFAEL
THE CITY WITH A MISSION

CAPITAL IMPROVEMENT PROGRAM

FY 22/23 - 24/25

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SAN RAFAEL

THE CITY WITH A MISSION

Capital Improvement Program
FY 2022-23 to FY 2024-25

City Council

Kate Colin, Mayor

Maika Llorens Gulati, District 1 Councilmember

Eli Hill, District 2 Councilmember

Maribeth Bushey, District 3 Councilmember

Rachel Kertz, District 4 Councilmember

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Section I. Overview

Background

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

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

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

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

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

CIP Process and Project Selection

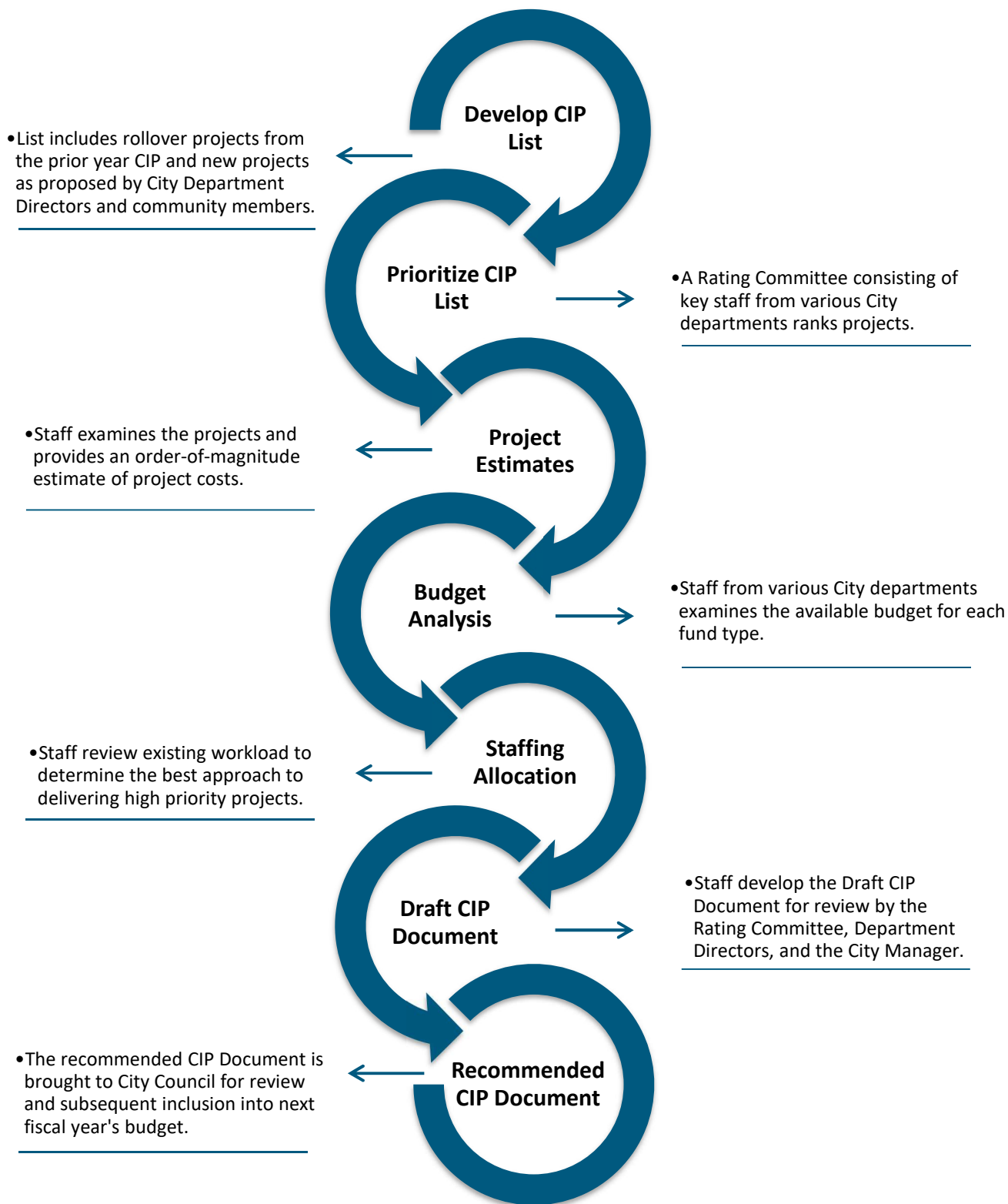
Projects identified in the CIP are primarily driven by staff evaluation or engineering studies, public comments, and reports such as the 2040 General Plan, 2018 Bicycle and Pedestrian Master Plan (BPMP), the Facility Assessment Study, and the 2021 Downtown Precise Plan. City staff also receive input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

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

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

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

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



Section II. Project Funding

Fund Types

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

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. Fund #206 also collects annual Measure A Transportation Sales Tax dollar (distributed by Transportation Authority of Marin), a ½-cent sales tax approved initially by voters in 2004 and reapproved in November 2018.
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 was a nine-year ¼ percent transactions and use tax that was passed in 2012 and expired in March 2022. This tax was managed by the County of Marin. The purpose of the tax is to care for existing parks and open spaces, support regional community parks, projects, and programs and to further farmland restoration. Pending the June 2022 election results, Measure A work plan for FY 22-23 will be prioritized by Library and Recreation, in concert with the Park and Recreation Commission. This work plan will be brought

		to the City Council in the first quarter of FY 22-23 for review and approval.
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 2040 General Plan. Fund 246 is a subset of Fund 206 projects. Due to limited available funds in Fund 246, projects that are eligible for both Fund 246 and Fund 206 have been ranked together under Fund 206 until additional funding is collected for Fund 246.
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 2022-23 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.

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

Staff is not anticipating any revenue reductions from the pandemic 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 2022-23 Grant Activities

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

Federal

- **Community Block Development Grant (CDBG):** CDBG is a program providing annual funding through the federal Housing and Urban Development Department (HUD) on a formula basis to states, cities, and counties for development and improvement projects in low and moderate-income neighborhoods. Each year Public Works receives around \$100,000 in CDBG funds to utilize towards capital improvement projects in regions of the City that meet the program's income eligibility. Funds have historically been used for capital projects which specifically benefit the Canal neighborhood.

State

- **Land Water Conservation Fund (LWCF)**– After not receiving the State Park Program Round 4 grant during fall 2021 and spending six months of cross-departmental coordination and eight public outreach events, Public Works and Library and Recreation staff used data and findings from this extensive work to apply for the LWCF application for the Pickleweed Park Enhancements Project early in 2022. LWCF is a matching assistance program that grants agencies 50% of the cost of acquisition and/or development of outdoor recreation sites or facilities. The grant focuses on park access, multi-use parks for all age groups, public health, safety, beautification, and preservation. This application seeks about 45% of approximately \$9.2m 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 summer 2022.
- **California State Library State Funded Grant** – The State Library fund is a targeted grant opportunity for the design of the San Rafael Downtown Carnegie Library Preservation, Renovation, and Expansion. The original 1909 Carnegie Library and 1959 expansion need upgrades to meet current seismic, accessibility, and building code standards. In addition, the library will be expanded to account for a space for children's storytime, community programs, expanded collections, and public learning and discovery space for the benefit of the entire community. The city applied for this grant in the spring 2022 requesting \$1 million of the design fees and anticipates hearing if the grant was successful by fall 2022.
- **Active Transportation Program (ATP)** – ATP is a highly competitive statewide program created to increase and/or enhance biking and walking, user safety and mobility, public health, and reduce greenhouse emissions. In 2022 ATP released a request for projects that covered a four-year cycle, when past ATP cycles have been two years. The program also ensures that disadvantaged communities fully share in the benefits. In June 2022, staff applied for two ATP applications. After being unsuccessful for ATP in 2020, staff met with the granting

agency this past winter to review the application for a pedestrian and bicycle bridge crossing the San Rafael Canal between Harbor Street and the Third Street/Embarcadero Way intersection. After this meeting the application was revised to request \$1,575,000 to fund the Project Approval and Environmental Document (PA&ED) phase. In addition, City staff applied for \$4,000,000 for the Canal Active Transportation Experience Improvements project which includes street lighting, sidewalk gap closures, curb ramp improvements, bicycle boulevard treatments, and secure bicycle parking. The city anticipates hearing if the application is successful in December 2022.

- **Child Care Development Minor Renovation and Repairs grant**– This grant funding opportunity can be used towards modernization or expansion of existing childcare facilities to increase or recover capacity in disadvantaged communities. In late winter 2022, the city applied for this funding to design the replacement of the portable buildings used for the Pickleweed Children's Center. The city is also planning on applying for construction funding as grant opportunities arise. The award date for the design funding is anticipated in October 2022.

Local

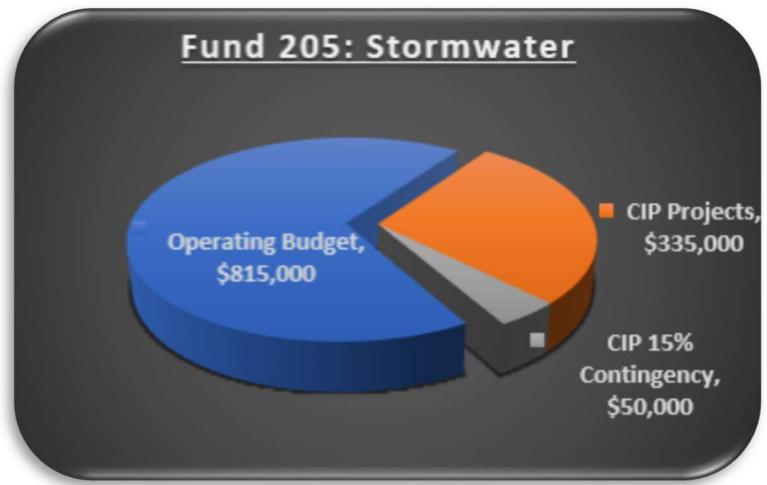
- **San Francisco Bay Trail Project** – The Association of Bay Area Governments, having received funding from the State Coastal Conservancy, issued a call for applications for trail planning and construction projects that will complete gaps in the San Francisco Bay Trail. In April 2021, staff applied for \$225,000 in funds to subsidize the installation of bicycle facilities on Grand Avenue between Second and Third Streets, a segment that constitutes the upper reaches of the designated Bay Trail. The Bay Trail Steering Committee approved this project in October 2021.
- **Transportation Fund for Clean Air (TFCA) Grant:** The Transportation Authority of Marin (TAM) is the local administrator of the TFCA funds. In April 2021, TAM put out a call for projects. TFCA funds the implementation of ridesharing programs, purchasing clean fuel vehicles for transit operators, implementation and maintenance of local arterial traffic management, congestion pricing, construction of bicycle facility improvement projects, and construction of projects that result in motor vehicle emission reductions. In April 2021, City staff applied for funding to extend the Grand Avenue cycle track north to Fourth Street and in Fall 2021, the City was notified they received \$335,000.

Note Regarding “Unsecured Grant” in Funding Tables

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

Fund 205: Stormwater

Fund 205 Total Available	\$1,200,000
Operating Budget	\$815,000
CIP Projects	\$335,000
CIP 15% Contingency	\$50,000



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 can rollover additional funds from last fiscal year.

Operating Budget

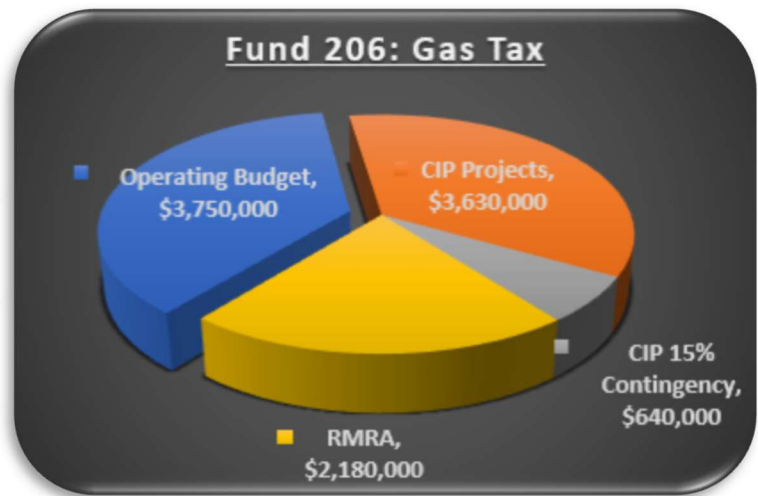
The Operating Budget for Fund 205 covers expenses incurred for the maintenance of the City's drainage system and primarily its stormwater pump stations. Expenses include pump and motor replacement at various stations, generator rentals, utilities, CMP pipe replacement, etc.

CIP Projects and Contingency

The 205 Stormwater Fund pays for CIP projects that involve the improvement of the City's drainage infrastructure including storm drains, 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	\$10,200,000
Operating Budget	\$3,750,000
CIP Projects	\$3,630,000
CIP 15% Contingency	\$640,000
RMRA	\$2,180,000



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 and Pavement Management Program. Additionally, funds are also earmarked for the maintenance of local streets, traffic signals, miscellaneous contractual services, and partially cover the salaries of street maintenance staff.

CIP Projects and 15% Contingency

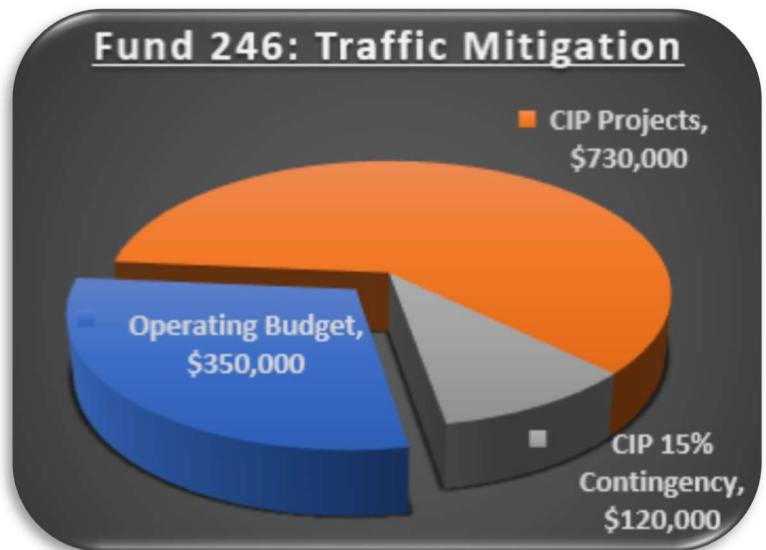
Eligible CIP projects for the 206 Gas Tax Fund include a variety of projects within the public right-of-way such as street resurfacing/restriping, curb ramp installation, pedestrian and bicycle improvements, bridge repair, storm drain improvements, etc. Fifteen percent of the non-operating budget funding 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	\$1,200,000
Operating Budget	\$350,000
CIP Projects	\$730,000
CIP 15% Contingency	\$120,000



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 \$350,000 in annual revenues are anticipated in each of the upcoming three-years.

Operating Budget

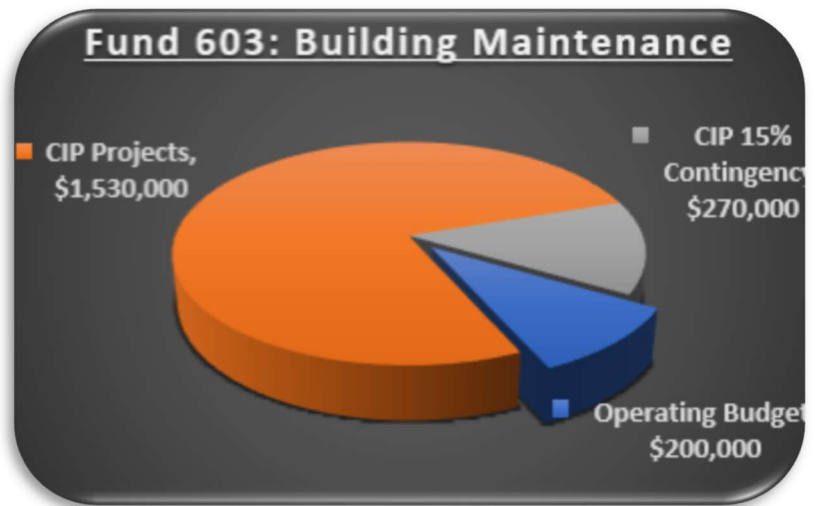
The Operating Budget for Fund 246 covers the cost of implementing the striping and pavement markings, citywide crosswalk improvements, Smart City implementation, traffic signal battery backups, and miscellaneous contractual costs associated with citywide signalization improvements.

CIP Projects and 15% Contingency

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

Fund 603: Building Maintenance

Fund 603 Total Available	\$2,000,000
Operating Budget	\$200,000
CIP Projects	\$1,530,000
CIP 15% Contingency	\$270,000



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, 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 21/22 Completed Projects

Francisco Boulevard East Sidewalk Widening and Resurfacing projects

After the completion of the sidewalk widening project, the resurfacing project included 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 was included in the scope of work.



Southern Height Bridge

The Southern Heights Bridge located in the hills south of downtown was a wooden bridge constructed decades ago with its last significant renovation occurring in 1981. The bridge was subject to immediate closure in December 2017 upon inspection by Caltrans bridge inspectors. The Caltrans Highway Bridge program funded the replacement of the bridge, which took one year to construct and was completed in January 2022.

Canal Neighborhood Pedestrian Improvements

In 2021, curb ramp upgrades, lighting improvements, and rectangular rapid flashing beacons (RRFBs) were added at the uncontrolled crossings of: Bellam Boulevard/Vista del Mar, Medway Road/Front Street, Medway Road/Mill Street, Kerner Boulevard/Sonoma Street, Canal Street-Spinnaker Point Drive/Bahia Way. Lighting improvements were completed at Bellam Boulevard/Windward Way. This project was mostly funded by Transportation Authority of Marin (TAM) Safe Pathways program and supplemented with City of San Rafael local funds.





Albert Park Accessible restroom and ramp improvements

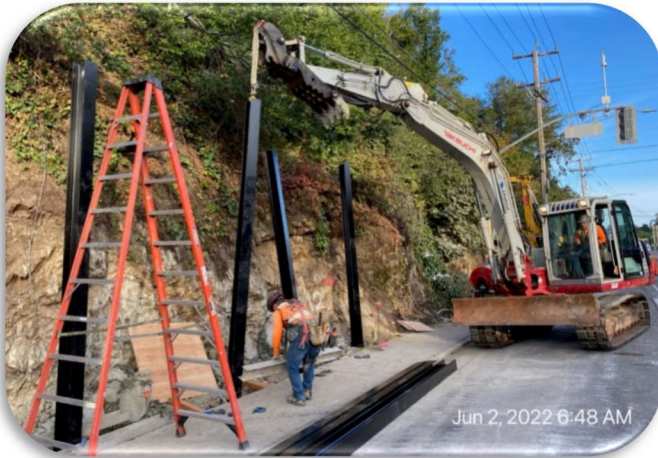
Albert Park Ball Field is utilized throughout the year for sporting events. This project included ADA improvements, including a new wheelchair ramp adjacent to an existing staircase, as well as installation of a prefabricated restroom.

Other Completed Projects

- Storm Drain Replacement at 2111 Francisco Boulevard East
 - In conjunction with a sewer district project, the city replaced old storm drain pipes and catch basins ahead of the Bay Area Toll Authority project to widen the sidewalk from Bay Park Center office complex to Grange Way.
- Gerstle Park Restroom Repair
 - The Facility Assessment Study identified recommendations that included replacing the siding of an existing restroom at Gerstle Park.
- City Hall: Council Chambers Accessibility Improvements
 - The project installed an ADA-compliant wheelchair ramp within the Chambers.
- Miscellaneous storm drain repair project
 - The city replaced old corrugated metal pipe and performed miscellaneous repairs identified by maintenance crews in four locations in the city.
- Stormwater Operations and Maintenance (annual project)
 - Maintenance of the City's 12 pump stations.
- Sidewalk Repair Program 2021-2022
 - Working hand-in-hand with community members, buckling and unsafe sidewalks were replaced at many locations across the City. When necessary, trees were removed to accommodate installation of new sidewalks while reducing the possibility of future uplifting from tree roots.
 - The City performed sidewalk shaving to remove offsets under 1.5 inches.

Section IV. FY 22/23 Projects in Construction

Third Street Rehabilitation



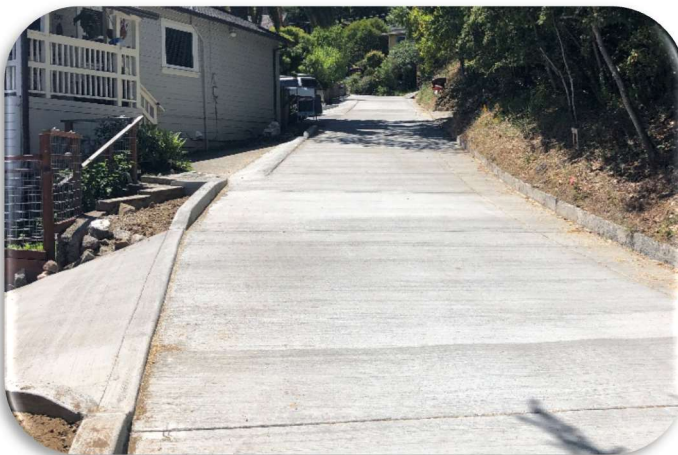
The City received major allocation from the Transportation Authority of Marin through the Measure A program to rehabilitate Third Street. In 2019, the City completed a Feasibility Study for Third Street corridor. Since then, the corridor has been subdivided into two City projects with this project covering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

Third Street Safety Improvements

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



Bungalow & Woodland Avenue



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. The Construction timeframe for this project is November 2021 to Fall 2022.

Fire Station 54 & 55

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 Measure E essential public safety facilities. Construction completion is anticipated for the end of FY 2022-23.



B Street Culvert Replacement

Feeding into the upper reaches of San Rafael Creek is a reinforced concrete box culvert conveying water away from the Gerstle Park neighborhood. A small portion of the ceiling of the culvert requires rehabilitation to provide better structural stability of the system. This project will replace a section of the culvert as well as coordination with utility companies and regulatory environmental agencies. Construction is anticipated for summer 2022.

Section V: Upcoming Projects; Project Description and Budget Details

FUND 205: STORMWATER FUND

205.1 — Rotary Manor Culvert Replacement

Project Information

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



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	205 Stormwater	\$175,000			
Construction	External Fund		\$1,000,000		
	Subtotal	\$175,000	\$1,000,000		
Total Cost Estimate		\$1,175,000			

205.2 — Storm Drain Master Plan

Project Information

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



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	205 Stormwater				
Construction	205 Stormwater		\$300,000		
	Subtotal		\$300,000		
Total Cost Estimate		\$300,000			

205.3 — 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 2022-23	FY 2023-24	FY 2024-25
Planning/Design	205 Stormwater	\$375,000			
Construction	ARPA funding		\$4,300,000		
	Subtotal	\$375,000			
Total Cost Estimate		\$4,675,000			

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 2022-23	FY 2023-24	FY 2024-25
Planning/Design	205 Stormwater				\$50,000
Construction	205 Stormwater				
	Subtotal				
Total Cost Estimate		\$50,000			

205.5— MCSTOPPP Full Trash Capture Device

Project Information

In recent years, the State of California has mandated that cities comply with requirements to remove trash and debris from waterways by 2030. This project will implement a full trash capture device 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.



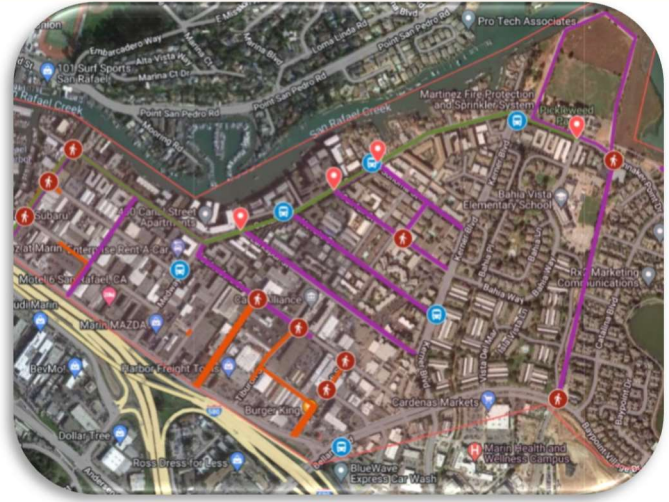
	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	205 Stormwater	\$278,466			
	Grant: EPA	\$188,000			
Construction	Caltrans (unsecured)				\$600,000
	Grant: EPA				\$409,000
	Subtotal	\$466,466			\$1,009,000
Total Cost Estimate		\$1,475,466			

FUND 206: GAS TAX

206.1 — Canal Active Transportation Experience Improvements

Project Information

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



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax			\$200,000	
	ATP Grant (unsecured)			\$500,000	
Construction	206 Gas Tax			\$500,000	
	ATP Grant (unsecured)			\$3,500,000	
	Subtotal			\$4,700,000	
Total Cost Estimate		\$4,700,000			

206.2 — 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 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax				
Construction	206 Gas Tax		\$100,000		
	Subtotal		\$100,000		
Total Cost Estimate		\$100,000			

206.3 — Canal Transportation Plan Draft: Street Lighting

Project Information

Based on community feedback during the Canal Transportation Plan outreach discussions, there was a request to add lighting throughout the Canal neighborhood. This project is in collaboration with PG&E and will include adding light fixtures to existing electrical poles and replacing light bulbs with brighter LED bulbs.



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax				
Construction	206 Gas Tax		\$100,000		
	Subtotal		\$100,000		
Total Cost Estimate		\$100,000			

206.4 — Lincoln Avenue Bridge Repairs

Project Information

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

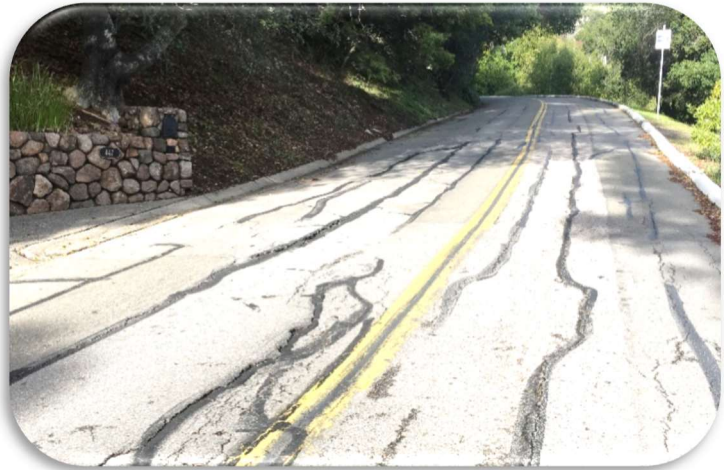


	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax				
Construction	206 Gas Tax Grant: unsecured HBP		\$100,000		
	Subtotal		\$100,000		
Total Cost Estimate		\$100,000			

206.5 — 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 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax		\$150,000		
Construction	206 Gas Tax				
	Subtotal		\$150,000		
Total Cost Estimate		\$150,000			

206.6 — Canal Street Powerline Undergrounding

Project Information

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

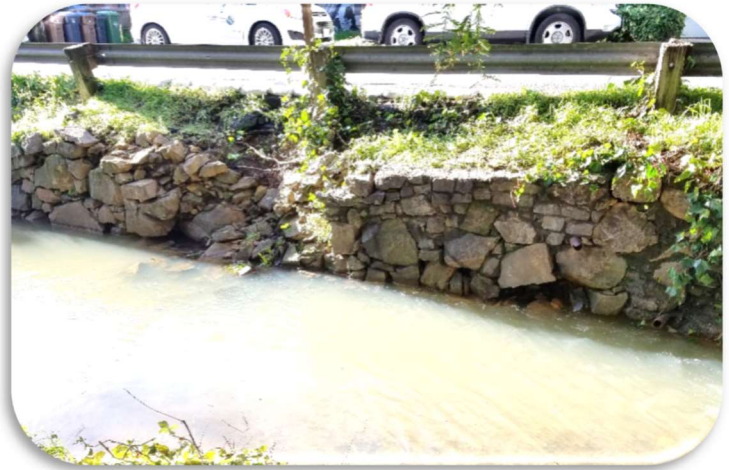


	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax				
Construction	206 Gas Tax			\$500,000	
	PG&E Rule 20A funding			\$4,000,000	
	Subtotal			\$4,500,000	
Total Cost Estimate		\$4,500,000			

206.7 — 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 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax	\$16,000			
Construction	206 Gas Tax		\$400,000		
	Subtotal	\$16,000	\$400,000		
Total Cost Estimate		\$416,000			

206.8 — Second Street Multimodal Improvements

Project Information

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



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax	\$50,000	\$250,000		
Construction	206 Gas Tax			\$750,000	
	Grant: unsecured			\$6,750,000	
	Subtotal	\$50,000	\$250,000	\$7,500,000	
Total Cost Estimate		\$7,800,000			

Project Information

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



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax: RMRA	\$20,000	\$100,000		
Construction	206 Gas Tax: RMRA Grant: unsecured			\$2,000,000 \$2,500,000	
	Subtotal	\$20,000	\$100,000	\$4,500,000	
Total Cost Estimate		\$4,620,000			

206.10 — 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 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax			\$200,000	\$1,600,000
Construction	206 Gas Tax				
	Subtotal			\$200,000	\$1,600,000
Total Cost Estimate		\$1,800,000			

206.11 — Spinnaker Point Dr Parking 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.

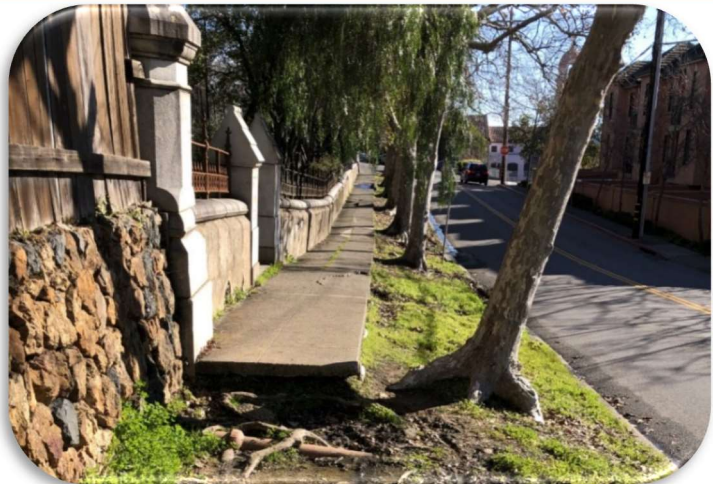


	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax	\$60,000			
Construction	206 Gas Tax		\$1,100,000		
	Subtotal	\$60,000	\$1,100,000		
Total Cost Estimate		\$1,160,000			

206.12 — Mission Avenue Sidewalk Gap Closure

Project Information

This project would close a sidewalk gap and replace non-accessible sidewalk on Mission Avenue between B Street and E Street on the north side of the road.



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax				
Construction	206 Gas Tax		\$150,000		
	Subtotal		\$150,000		
Total Cost Estimate		\$150,000			

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

Project Information

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



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax	\$135,000			
Construction	206 Gas Tax (City match) Grant: (Unsecured)		\$1,000,000 \$3,000,000		
	Subtotal		\$4,000,000		
Total Cost Estimate		\$4,135,000			

206.14 — Southern Heights Boulevard at Courtright Road Retaining Wall

Project Information

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



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax	\$40,000			
Construction	206 Gas Tax				\$800,000
	Subtotal	\$40,000			\$800,000
Total Cost Estimate		\$840,000			

FUND 208: CHILDCARE FUND

208.1 — Childcare Portable Building Replacement (Pickleweed)

Project Information

The scope of work includes replacement of portable buildings used for childcare centers at the Pickleweed Preschool adjacent to the Albert J. Boro Community Center. The City has applied for a Child Care Development Minor Renovation and Repairs grant to fund the design of this project. The City will apply for a grant summer 2022 for the construction of the portables.



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	208 Childcare Grant: unsecured	\$25,000	\$55,000		
	208 Childcare Grant: unsecured		\$1,200,000		
Subtotal		\$25,000	\$1,255,000		
Total Cost Estimate		\$1,280,000			

FUND 241: MEASURE A – PARKS

241.1 — Sun Valley Park Playground Improvements

Project Information

The City received Proposition 68 Per Capita grant to replace playground equipment at Sun Valley Park, as well as increase accessibility to the equipment. Residents will provide feedback on what improvements to pursue during the design and construction phases.



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	241 Measure A - Parks	\$50,000			
Construction	241 Measure A - Parks Grant: Per Capita Grant		\$238,000 \$177,952		
	Subtotal	\$50,000	\$416,000		
Total Cost Estimate		\$465,952			

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 2022-23	FY 2023-24	FY 2024-25
Planning/Design	241 Measure A - Parks	\$160,000			
Construction	Grant: LWCF (Unsecured)				
	Subtotal	\$160,000			
Total Cost Estimate		\$160,000			

241.3 — 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 2022-23	FY 2023-24	FY 2024-25
Planning/Design	241 Measure A - Parks	\$285,000			
Construction	241 Measure A - Parks				
	Subtotal	\$285,000			
Total Cost Estimate		\$285,000			

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 2022-23	FY 2023-24	FY 2024-25
Planning/Design	603 Building Maintenance	\$10,000			
Construction	241 Measure A – Parks		\$200,000		
	Additional funds: unsecured		\$400,000		
	Subtotal	\$10,000	\$600,000		
Total Cost Estimate		\$610,000			

FUND 246: TRAFFIC MITIGATION FUND

246.1 – Bicycle and Pedestrian Master Plan Update

Project Information

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



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	246 Traffic Mitigation			\$100,000	
	241 Measure A – Parks			\$100,000	
Construction	246 Traffic Mitigation				
	Subtotal			\$200,000	
Total Cost Estimate		\$200,000			

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

Project Information

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

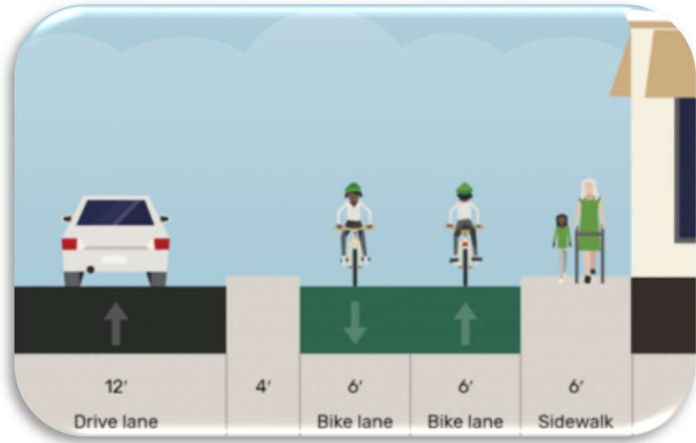


	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	206 Gas Tax	\$100,000			
Construction	206 Gas Tax		\$75,000		
	246 Traffic Mitigation		\$500,000		
	Grant: SF Bay Trail		\$225,000		
	Grant TFCA		\$335,000		
	Subtotal	\$100,000	\$1,135,000		
Total Cost Estimate		\$1,235,000			

246.3 — Bike & Pedestrian Master Plan Feasibility Studies

Project Information

The City plans to do a feasibility study on two of the top 5 ranked projects in the 2018 Bicycle and Pedestrian Master Plan. The first is reviewing the east-west bicycle connection through downtown. The other is a Class I multi-use path or widened sidewalk on both sides of Manuel T. Freitas Parkway from Monticello to Del Presidio.



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	246 Traffic Mitigation			\$100,000	
Construction	246 Traffic Mitigation				
	Subtotal			\$100,000	
Total Cost Estimate		\$100,000			

246.4 — Catalina Blvd Traffic Calming

Project Information

Catalina Boulevard is a main thoroughfare in the Spinnaker Point neighborhood. The width of the street and the distance between stop signs invites speeding. The City is assessing the street and will propose some alternatives to the speed bumps, including traffic circles, edge lines, or median islands. The alternatives will be introduced to the community and one alternative will move forward in construction.



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	246 Traffic Mitigation		\$100,000		
Construction	246 Traffic Mitigation				
	Subtotal		\$100,000		
Total Cost Estimate		\$100,000			

FUND 603: BUILDING MAINTENANCE

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

Project Information

The Albert J. Boro Community Center has existing fire water laterals without back flow preventers (BFP). This project included the installation of BFPs and replacing the water connection to the building due to settlement over the years.



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance		\$100,000		
	Subtotal		\$100,000		
Total Cost Estimate		\$100,000			

603.2 – Building Maintenance Master Plan

Project Information

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



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	603 Building Maintenance		\$200,000		
Construction	603 Building Maintenance				
	Subtotal		\$200,000		
Total Cost Estimate		\$200,000			

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 2022-23	FY 2023-24	FY 2024-25
Planning/Design	603 Building Maintenance	\$10,000			
Construction	603 Building Maintenance		\$150,000		
	Subtotal		\$150,000		
Total Cost Estimate		\$160,000			

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

Project Information

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



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance		\$200,000		
	Subtotal		\$200,000		
Total Cost Estimate		\$200,000			

603.5 – Albert J. Boro Community Center: HVAC and Roofing

Project Information

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



	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance		\$225,000		
	Subtotal		\$225,000		
Total Cost Estimate		\$225,000			

603.6 – City Hall/Library Fire Sprinkler System Feasibility Study

Project Information

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



	Funding Source	Prior Funding	FY 2021-22	FY 2022-23	FY 2023-24
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance		\$75,000		
	Subtotal		\$75,000		
Total Cost Estimate		\$40,000			

603.7 – City Hall: HVAC Replacement

Project Information

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

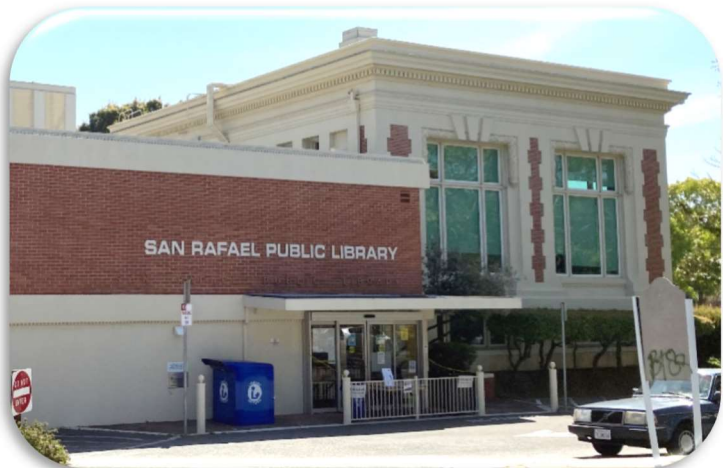


	Funding Source	Prior Funding	FY 2022-23	FY 2023-24	FY 2024-25
Planning/Design	603 Building Maintenance				
Construction	603 Building Maintenance		\$100,000		
	Subtotal		\$100,000		
Total Cost Estimate		\$100,000			

603.8 – 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 2022-23	FY 2023-24	FY 2024-25
Planning/Design	Private Donation		\$20,000		
Construction	Private Donation		\$60,000		
	Subtotal		\$80,000		
Total Cost Estimate		\$80,000			

Section VI: Rating Categories and Project Ratings

Project Rating System

FUNDING SOURCE	PROJECT NAME	RANK SCORING 1 to 10	Health / Safety / Liability	Priority Initiative	Time- Sensitive Funds	Maintain / Enhance Functionality	
			35%	20%	25%	20%	
205	Stormwater	East San Rafael Shore Feasibility Assessment	8.8	10	10	5	10
205	Stormwater	Rotary Manor Culvert Replacement	7.5	10	10	0	10
205	Stormwater	Storm Drainage Master Plan	7.5	10	10	0	10
205	Stormwater	City Adaptation Plan	7.5	10	10	0	10
205	Stormwater	San Quentin Pump Station: Reconstruction	7.1	10	8	0	10
205	Stormwater	Francisco Blvd West at Irwin St: Trash Rack	6.4	9	6	0	10
205	Stormwater	MCSTOPPP: Kerner Pump Station Trash Capture	6.3	7	8	5	5
205	Stormwater	MCSTOPPP: 400 Canal Pump Station Trash Capture	5.8	7	8	3	5
205	Stormwater	MCSTOPPP: N. Francisco Pump Station Trash Capture	5.8	7	8	3	5
205	Stormwater	MCSTOPPP: Rossi Pump Station Trash Capture	5.8	7	8	3	5
205	Stormwater	MCSTOPPP: Redwood Hwy	5.8	7	8	3	5
205	Stormwater	MCSTOPPP: San Quentin Pump Station Trash Capture	5.8	7	8	3	5
205	Stormwater	121 Irwin St Erosion Control	4.4	5	4	0	9
205	Stormwater	Las Casas Drainage Basin Repair	4.2	5	5	0	7
205	Stormwater	Piombo Pump Station: Electrical Panel Replacement	4.0	4	5	0	8
205	Stormwater	Cayes Pump Station Control System	3.4	5	3	0	5
205	Stormwater	Spinnaker Point Salt Marsh Remediation (Conceptual Design Only)	1.7	2	3	0	2
206	Gas Tax	Canal Active Transportation Experience Improvements	6.8	9	9	0	9
206	Gas Tax	North San Pedro Medians at SMART Railroad Crossing	6.6	9	8	0	9
206	Gas Tax	BPMP Rank-2: Project F-12 Bellam Blvd- Andersen to Baypoint Drive feasibility Class IV	6.5	10	10	0	5
206	Gas Tax	Canal Transportation Plan Draft: Street lighting	6.4	8	9	0	9
246	Traffic Mitigation	Bike & Ped Master Plan: Update	6.4	8	10	0	8
206	Gas Tax	Lincoln Ave Bridge Repairs	6.2	7	7	3	8
206	Gas Tax	Fairhills Dr Roadway Rehabilitation	6.2	9	7	0	8
206	Gas Tax	Canal St Powerline Undergrounding	6.1	7	9	0	9
246	Traffic Mitigation	Grand Ave (Second St to Fourth St) Class IV Cycle Track	6.1	6	8	3	8
206	Gas Tax	First St at Mahon Creek Wall Repair	6.0	8	8	0	8
206	Gas Tax	Second St Multimodal Improvements	6.0	8	8	0	8
206	Gas Tax	Lincoln Ave Rehabilitation	6.0	8	8	0	8
206	Gas Tax	Woodland Ave Ped Improvements	5.8	8	8	0	7
206	Gas Tax	Spinnaker Point Dr Parking Modifications	5.7	6	10	0	8
206	Gas Tax	Intersection Improvements: Fourth St/Second St at Miracle Mile & W Crescent	5.6	8	7	0	7
246	Traffic Mitigation	BPMP Rank-1: Project D-1 Downtown East-West connection: Feasibility study	5.6	8	6	0	8
206	Gas Tax	Mission Ave (B St to E St) Sidewalk Gap Closure	5.6	8	7	0	7
246	Traffic Mitigation	BPMP Rank-5: Project B-6 Class I on both sides Freitas from Montecillo to Del Presidio. Or bi-directional 6	5.5	7	7	0	8
206	Gas Tax	BPMP Rank-6: Project D-2 West Tamalpais Ave from Second Street to Mission Ave- Class IV/ improved	5.4	8	6	0	7
206	Gas Tax	Southern Heights Blvd at Courtright Rd: Retaining Wall	5.4	8	6	0	7
206	Gas Tax	Drainage Improvements: East St at Jessup St	5.4	8	5	0	8
246	Traffic Mitigation	BPMP Rank-14: Project D-21 Puerto Suello Pathway- implement lighting on Hill pathway	5.4	8	7	0	6
246	Traffic Mitigation	Catalina Blvd Traffic Calming	5.4	8	7	0	6

Project Rating System

FUNDING SOURCE	PROJECT NAME	RANK SCORING 1 to 10	Health / Safety / Liability	Priority Initiative	Time- Sensitive Funds	Maintain / Enhance Functionality
			35%	20%	25%	20%
206 Gas Tax	Fourth St Curb Ramp Replacement	5.3	7	7	0	7
206 Gas Tax	Center St Resurfacing	5.1	5	5	3	8
206 Gas Tax	Drainage Improvements: C St from First St to Second St	5.1	6	6	0	9
206 Gas Tax	Los Gamos Rd at Oleander Dr Flood Warning System	5.0	8	7	0	4
206 Gas Tax	Redwood Hwy & Pro Center Pkwy Resurfacing	4.9	5	5	3	7
206 Gas Tax	Drainage Improvements: Bayview St	4.7	6	6	0	7
246 Traffic Mitigation	Fourth St Signal System Improvements: B St to Cijos St	4.7	6	7	0	6
206 Gas Tax	BPMP Rank-20: Project C-13 Miramar/First Street from Second St to E Street- convert Class III to Class III	4.7	7	7	0	4
246 Traffic Mitigation	Point San Pedro & Loch Lomond mast arms	4.7	7	5	0	6
206 Gas Tax	Drainage Improvements: First St at D St	4.6	5	5	0	9
206 Gas Tax	Las Gallinas Channel Study	4.5	6	7	0	5
206 Gas Tax	Merrydale Rd (Puerto Suello Pathway to North San Pedro Rd) Bicycle Facility Study	4.5	6	7	0	5
206 Gas Tax	Embarcadero/Mission/Sea View/Mission/Marina Intersection	4.5	7	6	0	4
206 Gas Tax	BPMP Rank-3: Project C-12 D Street/C Street- feasibility study for Class IV or Class III+ north-south from	4.5	7	5	0	5
206 Gas Tax	Drainage Improvements: Woodland Ave	4.4	5	5	0	8
206 Gas Tax	Bayview Retaining Wall	4.3	6	4	0	7
206 Gas Tax	Intersection Improvements: Irwin St & DuBois St	4.3	7	4	0	5
206 Gas Tax	BPMP Rank-7: Project A-19 Feasibility study: WB Class IV on North San Pedro Road from Los Ranchitos	4.3	7	6	0	3
206 Gas Tax	BPMP Rank-8: Project A-17 North San Pedro Road Class I South side from Los Ranchitos to Civic	4.3	7	6	0	3
246 Traffic Mitigation	Intersection Improvements: Bellam Blvd & Andersen Dr	4.3	6	4	0	7
206 Gas Tax	Merrydale Northgate Promenade	4.2	5	7	0	5
206 Gas Tax	Drainage Improvements: Second St between C & E St	4.1	6	4	0	6
246 Traffic Mitigation	B St 2-Way Conversion (transfer to 206 Third St Rehab)	4.1	3	10	0	5
206 Gas Tax	Merrydale Pathway - South Connector Study	4.0	5	8	0	3
206 Gas Tax	Scenic Ave Debris Wall	4.0	5	4	0	7
246 Traffic Mitigation	Safe Routes to School: Davidson Phase 2	4.0	5	5	0	6
246 Traffic Mitigation	Merrydale Rd/Civic Center connection	4.0	5	5	0	6
206 Gas Tax	Fair Dr/Coleman Retaining Wall	3.8	5	3	0	7
206 Gas Tax	Francisco Blvd East Rehabilitation	3.6	5	3	0	6
206 Gas Tax	Riviera Dr Resurfacing	3.2	4	4	0	5
206 Gas Tax	Manderly Rd Medians	2.9	3	5	0	4
206 Gas Tax	BPMP Rank-9: Project D-5 Third Street: Grand Ave to East city limit/ Embarcadero Way- Class I multi-use	2.8	4	4	0	3
206 Gas Tax	Freitas Pkwy and Montecillo Intersection (K-rail Only)	2.7	6	3	0	0
206 Gas Tax	Drainage Improvements: Ross Valley/Terrace Ave	2.7	3	4	0	4
206 Gas Tax	BPMP Rank-4: Project D-20 Highway 101 undercrossing lighting and public art (3rd, 4th, 5th, and Linden)	2.6	5	2	0	2
206 Gas Tax	Drainage Improvements: Corrillo Dr	2.5	3	2	0	5
206 Gas Tax	Canal Bike-Ped Swing Bridge	2.4	1	7	0	3
206 Gas Tax	Intersection Improvements: Courtright Rd & Pearce Rd	2.3	3	3	0	3
206 Gas Tax	BPMP Rank-11: Project C-21 Fifth Ave Study parking occupancy rates and potential bikeway connecting	2.3	3	3	0	3

Project Rating System

FUNDING SOURCE	PROJECT NAME	RANK SCORING 1 to 10	Health / Safety / Liability	Priority Initiative	Time- Sensitive Funds	Maintain / Enhance Functionality	
			35%	20%	25%	20%	
208	Childcare Fund	Childcare Portable Building Replacement (Pickleweed)	7.5	10	10	0	10
208	Childcare Fund	Childcare Portable Building Replacement (Silveria/Lucas Valley/Vallecito)	5.3	7	7	0	7
208	Childcare Fund	Parkside Preschool Playground Tent Replacement	5.3	7	6	0	8
214	Memorial Fund	Downtown Carnegie Library Preservation and Expansion	7.8	8	8	7	8
241	Measure A: Parks	Sun Valley Park Playground Improvements	7.2	7	7	7	8
241	Measure A: Parks	Pickleweed Park Enhancements/Field Renovation	6.4	7	10	3	6
241	Measure A: Parks	Park and Recreation Master Plan	6.2	8	9	0	8
241	Measure A: Parks	Albert Park Field Fencing	6.1	10	5	0	8
241	Measure A: Parks	Montecito Promenade	1.5	2	2	0	2
501	Parking Services	Seismic Upgrades to Parking Structures at Third St/A St and Third St/C St	6.9	10	9	0	8
501	Parking Services	Seismic Upgrades to Parking Structure at Fifth Ave/C St	6.9	10	9	0	8
501	Parking Services	Fifth Ave/Garden Ln Parking Lot Resurfacing	6.2	8	9	0	8
501	Parking Services	Seismic Upgrades to Parking Structure at Third St/Lootens Pl	4.7	10	0	0	6
603	Building Maintenance	A.J. Boro Community Center: Fire water lines BFP installation	7.5	10	10	0	10
603	Building Maintenance	Building Maintenance Master Plan	7.1	10	8	0	10
603	Building Maintenance	A.J. Boro Community Center: Leveling & jack replacement & rear deck	6.7	10	7	0	9
603	Building Maintenance	A.J. Boro Community Center: HVAC & Roofing Replacement	6.6	8	7	3	8
603	Building Maintenance	A.J. Boro Community Center: Multipurpose Room Flooring Replacement	6.6	8	9	0	10
603	Building Maintenance	City Hall/Library Fire Sprinkler System Feasibility Study	6.5	10	8	0	7
603	Building Maintenance	City Hall: HVAC Replacement	6.4	8	8	0	10
603	Building Maintenance	A.J. Boro Community Center: Rear Deck	6.2	8	7	0	10
603	Building Maintenance	Downtown Library: Bathroom Conversion	6.2	8	8	0	9
603	Building Maintenance	Falkirk Cultural Center: ADA Improvements	6.0	9	7	0	7
603	Building Maintenance	San Rafael Community Center: Generator Hookup	5.7	7	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	Terra Linda Community Center: HVAC Replacement	4.7	6	5	0	8
603	Building Maintenance	San Rafael Community Center: Parking Lot Resurfacing	4.5	7	5	0	5
603	Building Maintenance	Las Gallinas Trail Pavement Rehabilitation	4.2	5	5	0	7
603	Building Maintenance	Court St Plaza Fountain Repair	2.1	2	2	0	5
603	Building Maintenance	Downtown Library: Children's Patio Enclosure	2.1	2	3	0	4

Section VII: Project Funding Tables

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

Fund 205 - Stormwater										
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2022-23		FY 2023-24		FY 2024-25		
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	
East San Rafael Shore Feasibility Assessment	8.8									
Grant: Coastal Conservancy & Marin Community Foundation										
Rotary Manor Culvert Replacement	7.5	\$175,000								
External (Non-Stormwater Account) Fund					\$1,000,000					
Storm Drainage Master Plan	7.5			\$300,000						
City Adaptation Plan	7.5									
Grant: Unsecured										
San Quentin Pump Station: Reconstruction	In Construction	\$375,000								
ARPA Funding					\$4,300,000					
Francisco Blvd West at Irwin St: Trash Rack	6.4					\$50,000				
MCSTOPPP: Kerner Pump Station Trash Capture	6.3	\$278,466								
Grant: EPA		\$188,000						\$409,000		
Grant: Caltrans (Unsecured)								\$600,000		

Storm Drain Master Plan to dictate future projects

↓ Unfunded Projects Listed Below ↓					
MCSTOPPP: 400 Canal Pump Station Trash Capture	5.8				
MCSTOPPP: N. Francisco Pump Station Trash Capture	5.8				
MCSTOPPP: Rossi Pump Station Trash Capture	5.8				
MCSTOPPP: Redwood Hwy	5.8				
MCSTOPPP: San Quentin Pump Station Trash Capture	5.8				
Grant: Unsecured					
121 Irwin St Erosion Control	4.4				
Las Casas Drainage Basin Repair	4.2				
Piombo Pump Station: Electrical Panel Replacement	4				
Cayes Pump Station Control System	3.4				
Assessment District Funds					
Spinnaker Point Salt Marsh Remediation (Conceptual Design Only)	1.7				
Grant: Measure AA (Unsecured)					

Fund 208 - Childcare										
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2022-23		FY 2023-24		FY 2024-25		
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	
Childcare Portable Building Replacement (Pickleweed)	7.5									
Grant: Unsecured				\$55,000	\$1,200,000					
↓ Unfunded Projects Listed Below ↓										
Childcare Portable Building Replacement (Silveria/Lucas Valley/Vallecito)	5.3									
Parkside Preschool Playground Tent Replacement	5.3									

Fund 241 - Measure A: Parks										
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2022-23		FY 2023-24		FY 2024-25		
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	
Sun Valley Park Playground Improvements	7.2	\$50,000			\$238,000	Measure A funds sunset during FY 21-22. Future funding will not be available unless a ballot measure is approved by the voters				
Grant: Prop 68 Per Capita					\$177,952					
Pickleweed Park Enhancements/Field Renovation	6.4									
ARPA Funding		\$160,000								
Additional Funds (unsecured)										
Park and Recreation Master Plan	6.2	\$285,000								
Albert Park Field Fencing	6.1				\$200,000					
Additional 603 Funds		\$10,000								
Additional Funds (unsecured)					\$400,000					
Trails Master Plan - Integrated with Bike & Ped Master Plan (transfer to Fund 246)	In Design				\$100,000					

Fund 246 - Traffic Mitigation										
Project Name	Rank Scoring 1 to 10	Prior Funding		FY 2022-23		FY 2023-24		FY 2024-25		
		Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	Planning / Design	Construction	
Bike & Ped Master Plan: Update	6.4					\$100,000	Projects dependent on fees collected in previous years			
Additional 241 Funds for Trails Master Plan						\$100,000				
Grand Ave (Second St to Fourth St) Class IV Cycle Track	6.1				\$500,000					
Additional 206 Funds		\$100,000			\$75,000					
Grant: Unsecured Bay Trail grant					\$225,000					
Grant: TFCA grant					\$335,000					
BPMP Rank-1: Project D-1 Downtown East-West connection: Feasibility study	5.6				\$50,000					
BPMP Rank-5: Project B-6 Class I on both sides Freitas from Montecillo to Del Presidio. Or bid	5.5				\$50,000					
Catalina Blvd Traffic Calming	5.4				\$100,000					

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL APPROVING FISCAL YEAR 2022-2023 GANN APPROPRIATIONS LIMIT AT \$170,762,486

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, 2021 to January 1, 2022, 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 2022-2023 for the City of San Rafael at \$170,762,486 as documented in Exhibit A, and further establishes the 2022-2023 Appropriations Subject to the Gann Appropriations Limit at \$91,883,786 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 Tuesday, the 21st day of June 2022, by the following vote to wit:

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

LINDSAY LARA, City Clerk

GANN LIMITATION CALCULATION
Fiscal Year 2022-23

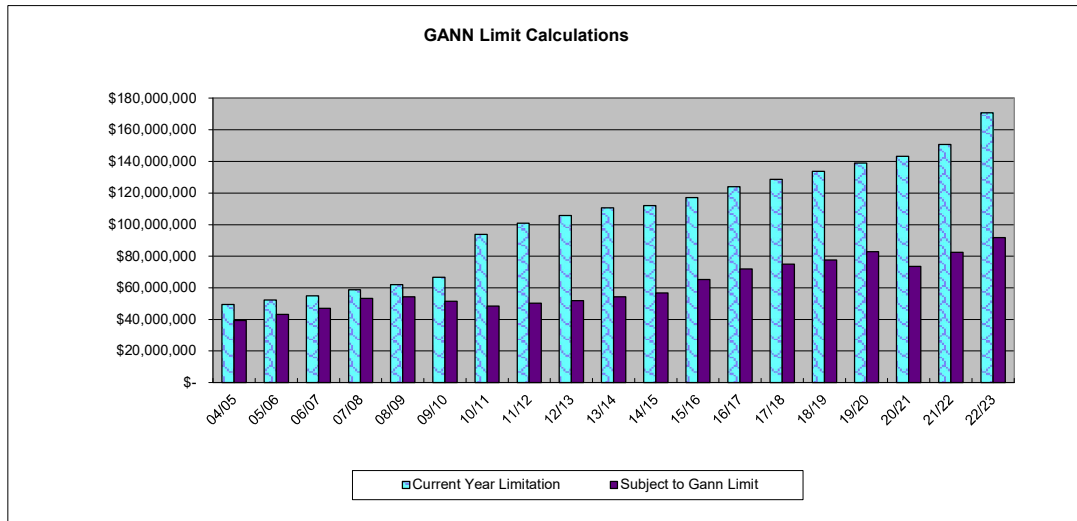
Fiscal Year	(A) Cost of Living		(B) Change in Population		Factor (Highest B X Highest A)	Prior Year Limitation	Current Year Limitation	Subject to Gann Limit	Variance Gann 'gap'
	California Personal Income Per Capita (Source: State)	Change in Assessment Roll for Nonresidential Construction (Source: County)	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 =	\$ 24,635,128		
96/97	4.67	5.50	1.37	1.43	1.070000	x \$ 26,113,235 =	\$ 26,113,235		
97/98	4.67	5.40	2.17	1.64	1.080000	x \$ 27,941,557 =	\$ 27,941,557		
98/99	4.15	6.80	1.42	1.56	1.080000	x \$ 30,176,882 =	\$ 30,176,882		
99/00	4.53	6.26	1.47	1.62	1.079800	x \$ 32,591,032 =	\$ 32,591,032		
00/01	4.91	9.27	1.50	1.82	1.112600	x \$ 35,192,257 =	\$ 35,192,257		
01/02	7.82	6.67	0.53	0.72	1.086000	x \$ 39,154,905 =	\$ 39,154,905		
02/03	-1.27	5.15	0.69	0.81	1.060000	x \$ 42,522,227 =	\$ 42,522,227		
03/04	2.31	2.43	1.45	0.77	1.039152	x \$ 45,073,561 =	\$ 45,073,561		
04/05	3.28	2.06	-0.16	2.53	1.058900	x \$ 46,838,297 =	\$ 46,838,297	\$ 39,274,542	\$ 10,322,530
05/06	5.26	1.59	0.07	0.33	1.056100	x \$ 49,597,072 =	\$ 49,597,072	\$ 43,215,534	\$ 9,163,934
06/07	3.96	0.57	0.49	0.74	1.047300	x \$ 52,379,468 =	\$ 52,379,468	\$ 47,167,477	\$ 7,689,540
07/08	a 4.42	2.09	0.97	0.97	1.054300	x \$ 54,857,017 =	\$ 54,857,017	\$ 53,279,474	\$ 5,588,279
08/09	4.29	2.63	0.68	0.93	1.052600	x \$ 58,867,753 =	\$ 58,867,753	\$ 54,394,753	\$ 7,569,444
09/10	0.62	6.65	0.57	0.81	1.075100	x \$ 61,964,197 =	\$ 61,964,197	\$ 51,368,817	\$ 15,248,891
10/11	-2.54	39.62	0.79	0.93	1.409200	x \$ 66,617,708 =	\$ 66,617,708	\$ 48,469,424	\$ 45,408,251
11/12	b 2.51	-34.13	0.81	0.90	1.034300	x \$ 93,877,675 =	\$ 93,877,675	\$ 50,180,413	\$ 50,807,266
12/13	3.77	0.12	0.92	1.05	1.048600	x \$ 100,987,679 =	\$ 100,987,679	\$ 51,825,702	\$ 54,069,978
13/14	c 5.12	2.09	0.34	0.42	1.055600	x \$ 105,895,680 =	\$ 105,895,680	\$ 54,313,859	\$ 56,327,297
14/15	-0.23	0.85	0.39	0.42	1.012700	x \$ 110,641,157 =	\$ 110,641,157	\$ 56,717,201	\$ 55,329,098
15/16	d 3.82	7.99	0.60	0.73	1.087800	x \$ 112,046,300 =	\$ 112,046,300	\$ 65,177,999	\$ 51,962,576
16/17	5.37	0.68	0.12	0.33	1.057200	x \$ 117,140,576 =	\$ 117,140,576	\$ 71,967,785	\$ 51,873,231
17/18	3.69	0.11	0.25	0.18	1.039500	x \$ 123,841,017 =	\$ 123,841,017	\$ 74,893,075	\$ 53,839,661
18/19	3.67	0.06	-0.02	0.17	1.038500	x \$ 128,732,737 =	\$ 128,732,737	\$ 77,599,200	\$ 56,089,748
19/20	3.85	0.26	0.04	-0.01	1.038900	x \$ 133,688,947 =	\$ 133,688,947	\$ 82,867,376	\$ 56,022,071
20/21	e 3.73	1.91	-0.66	-0.60	1.031100	x \$ 138,889,447 =	\$ 138,889,447	\$ 73,554,079	\$ 69,654,830
21/22	5.73	1.00	-0.62	-0.43	1.052800	x \$ 143,208,909 =	\$ 143,208,909	\$ 82,522,271	\$ 68,248,068
22/23	7.55	14.41	-1.01	-1.11	1.132600	x \$ 150,770,339 =	\$ 150,770,339	\$ 91,883,786	\$ 78,878,700

= 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/PriceandPopulatic>

Note: County assessment roll factor for FY10/11 is an outlier. Reclaculate 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 2022-23**

Total Appropriations	Fund #	2022-2023 Adopted Budget	Less Exempt Expenditures	Less Non-Tax Revenues	2022-2023 Appropriations Subject to Gann Limit
General Fund	001	\$ 90,066,077	\$ 866,008	\$ 14,135,070	\$ 75,064,999
Abandoned Vehicle Abatement Fund	200	175,092	1,419	165,000	8,673
Storm Water Fund	205	5,304,950	-	830,000	4,474,950
Emergency Medical Services Fund	210	8,821,778	178,911	3,431,100	5,211,767
Library Fund	214	100,000	-	16,650	83,350
Library Special Assessment Fund	215	1,147,300	12,524	-	1,134,776
Measure G - Cannabis	216	159,057	1,576	-	157,481
General Plan Special Revenue Fund	218	1,027,836	4,919	897,449	125,468
Recreation Revolving Fund	222	4,770,850	58,967	2,346,405	2,365,478
Police Youth Service fund	230	25,064	5	15,000	10,059
Measure A Open Space Fund	241	300,000	-	-	300,000
Measure C Wildfire Prevention Parcel Tax	242	2,326,911	61,376	-	2,265,535
Open Space Fund	405	-	-	-	-
LongTerm Capital Outlay (Excess of \$100K & 10yr Life)	N/A	-	-	-	-
General Fund Debt Service - Capital Outlays	N/A	5,184,567	4,503,317	-	681,250
Total Appropriations		\$ 119,409,482	\$ 5,689,022	\$ 21,836,674	\$ 91,883,786
Appropriation Limit from Revised Growth Limit					\$ 170,762,486
Available Room Under Appropriation Limit					\$ 78,878,700