



CITY OF NOVATO CALIFORNIA

ADOPTED BUDGET

FISCAL YEAR 2024 - 25

Presented by City Manager
Amy Cunningham



Mark Milberg | Mayor
Tim O'Connor | Mayor Pro Tem
Councilmembers
Pat Eklund | Rachel Farac | Susan Wernick



CITY OF NOVATO

**Adopted
Budget**

Fiscal Year

2024-2025

Table of Contents

Budget Message and Budget Development Calendar	01
Community Profile	16
Resolutions Adopting Final Budget	20
Budget In Brief	27
Strategic Plan	32
Budget Tables	41
Table: General Fund Budget by Category	42
Table: General Fund Budget by Department	43
Table: General Fund Operating Budget Transfers-In and Transfers-Out	44
Table: Capital Budget Transfers-In	45
Table: Projected Fund Balances	46
Table: Schedule of Debt Payments	47
Graph: General Fund Revenue By Category	48
Graph: Tax Revenue By Type	49
Graph: General Fund Expense by Category	50
Graph: General Fund Expense By Department	51
Personnel Allocations	52
Chart: Functional Organization Chart	53
Graph: Personnel Allocation History	54
Table: Personnel Allocation Detailed	55
Operating Budgets by Department	64
Central Administration	65
Administrative Services	71
Police Department	80
Community Development	88
Public Works	97
Parks, Recreation and Community Services	108
Non-General Fund Budget	115
Capital Improvement Plan	149
Table: Capital Improvement Program Five Year Plan	150
Table: Capital Improvement Project Summary by Type	152
Table: CIP Summary by Fund	153
CIP Project Sheets	154
Financial Policies	200
City of Novato Budget Amendments	201
City of Novato Debt Management Policy	203
City of Novato Reserve Policies	207
City of Novato Investment Policy	210
City of Novato Purchasing Procedures	225
City of Novato Green Purchasing Policy	241

Adopted Budget 2024–25

BUDGET MESSAGE



CITY OF NOVATO
CALIFORNIA

City Manager Budget Transmittal Letter
 Fiscal Year 24/25 Adopted Budget

June 30, 2024

Honorable Mayor and Members of the City Council:

Following is the City of Novato Adopted Budget for Fiscal Year (FY) 24/25. The annual budget is an important policy document allocating the City’s limited resources in support of the community’s needs and desires, and the City Council’s priorities and work plan for the year.

This budget provides funding for the operation of core City services and capital projects. The adopted General Fund operating budget totals \$54.5 million, with an additional \$6.9 million in new funding (all funding sources) allocated to the \$23.9 million 5-year capital program. With these investments, the City is able to maintain service delivery to our residents, including maintaining streets and roads, preserving 9-1-1 emergency response times, reducing risk of wildfires, maintaining parks and recreation programs and facilities, and supporting small local businesses.

While core services may be preserved this year, the adopted operating budget is not balanced. It includes a \$4.3 million deficit which Council directed be backfilled by the Emergency and Disaster Response Fund (EDRF) to preserve existing services. FY 24/25 represents the fifth consecutive year a deficit has been projected. Systemic deficits are also projected to continue in future years, these deficits do not include the need to increase investment in the City’s deteriorating capital assets such as roads, storm drains and parks.

The following table provides a historical look at the projected budget surplus/deficit (inclusive of transfers) as adopted by the City Council since FY 20/21:

General Fund Budget Deficits						
	Adopted Budget FY20/21	Revised Budget FY20/21*	Adopted Budget FY21/22	Adopted Budget FY22/23	Amended Budget FY23/24	Adopted Budget FY24/25
Surplus / (Deficit)	(\$5.7 M)	(\$2.5 M)	(\$0.2 M)	(\$1.7 M)	(\$3.3 M)	(\$4.3 M)
*September 2020 Budget Revise						

Throughout the budget development process the City Council has recognized the critical need to stabilize the City's fiscal position and has engaged in detailed discussions about potential solutions for long-term fiscal sustainability. Additionally, the 2023-2025 adopted Strategic Plan includes a number of initiatives dedicated to identifying solutions to the City's historic and persistent fiscal challenges.

Faced with inadequate revenue, over the past few years the City Council has made a concerted effort to curb expenses while striving to uphold existing service levels to the extent possible. Presently, the City's suppressed service levels and continued deferral of investment in capital assets are not adequately meeting community demand. This was clearly communicated in the results of community surveys completed as part of the budget process.

With Staffing costs at approximately 70% of the operating budget, significant expense reductions cannot be realized without further cuts to staffing levels. The proposed full-time equivalent (FTE) employee count for FY 24/25 is already 10.5 FTE lower than in FY 19/20, a clear indicator of the City Council's prior actions taken to contain costs. For this budget cycle, the City Council has expressed a desire to maintain current service levels and did not reduce staffing levels, recognizing that further reductions in staffing will have a detrimental impact on service delivery to the community.

Reducing expense is only half of the equation when trying to balance a budget; strengthening revenue is the other half. The City Council has taken several actions to improve the revenue outlook, including:

- Placing Measure Q, a 2% increase in the Transient Occupancy Tax (TOT), on the ballot for voters in November 2020.
- Completing a user fee study and approving an updated fee schedule in July 2021 which increased fees for individual users and allows for annual CPI increases to keep pace with increasing expenses.
- Authorizing sale of properties to generate one-time funds to support operating and capital needs; the last property sold was the Hamilton Commissary (FY20/21). Revenue from selling properties is one-time in nature and cannot be relied upon to sustain ongoing services. These one-time funds have already been used to offset the deficit.

While the above initiatives have increased revenue in areas where opportunities existed, they have not been adequate to address the underlying structural and systemic deficits or growing capital needs. Even with the use of one-time funds to help fill the revenue gap, the General Fund adopted budgets have continually fallen short in recent years.

Unfortunately, these deficits were not unexpected. In 2017, the City Council received a detailed Five-Year General Fund Forecast presentation. The forecast identified deficits would begin as early as FY17/18. Through strict expense containment actions

(including staff reductions of over 8% in 2020 and reduced investment in capital) and use of one-time funds, the projected deficits were not realized until FY 20/21. With those one-time funds now depleted, the City Council has been left with no options other than using the limited emergency reserves to backfill this year’s projected deficit.

Seeking fiscal solutions to the persistent budget problems, the City Council included an initiative in the 2023-2025 Strategic Plan to explore the feasibility of placing a local sales tax measure on the November 2024 ballot. The measure would allow voters to decide whether they would support new revenue to preserve critical City services. More information on that initiative is detailed later in this letter.

ANNUAL BUDGET DEVELOPMENT PROCESS

The annual budget development process is a multi-month effort with numerous opportunities for community involvement and engagement. Through surveys, a community workshop and numerous public meetings, residents and businesses provided valuable input to assist the City Council in allocating resources. Some of those opportunities for public participation are shown in the table below:

FY 24/25 Budget Development Calendar	
January 23	Preliminary Budget Considerations
Week of February 12	Launch Mini-Survey (to schedule Community Budget Workshop)
February 13	Present Budget Calendar for Consideration
Week of March 18	Launch Community Budget Priority Survey
March 28	Community Budget Workshop
April 09	City Council - Budget Development Study Session & Capital Improvement Program
May 14	City Council - Budget Workshop
June 11	City Council - Budget Hearing
June 25	City Council - Budget Adoption

The operating budget and/or Capital Program are also discussed at the Planning Commission (review for conformance with General Plan), and other City Commissions, Committees and Boards as appropriate, including the Recreation, Cultural and Community Services Commission and the Complete Streets & Pathways Oversight Committee, and Finance Advisory Commission, providing further opportunities for community input and engagement.

STRATEGIC PLAN

The City Council’s adopted Strategic Plan provides an overall framework and priorities for development of the operating and capital budgets. The Strategic Plan also includes considerable input from community stakeholders and staff prior to City

Council adoption. The 2023-2025 Strategic Plan, adopted in August 2023 includes the following Mission, Vision, Core Values and five Goals:

Mission

Dedicated to quality services, financial strength and sustainability that enriches and supports the quality of life for everyone within our community.

Vision

Novato will be a vibrant, safe, inclusive, and sustainable community with a welcoming atmosphere in which to live, work, shop, play, visit and thrive.

Core Values

Equity and Fairness, Respect for All, Honesty, Integrity and Ethical Behavior, Open Government, Community Engagement, Excellent Customer Service and Work Ethics, Fiscal Responsibility, Cooperation and Collaboration and Stewardship of all our Resources.

- Goal 1: Living Well, Together
Support facilities and design programs and services that create a healthy, caring, and interconnected community that is safe and secure.
- Goal 2: Great Places
Create inviting natural and built places and spaces for contemplation, play, arts, and connection while celebrating our diverse community.
- Goal 3: Environmental Stewardship
Preserve, protect and enhance Novato's unique environment, now and for future generations, and model best sustainability practices for the community.
- Goal 4: A City that Works
Know, understand, and respond to the community we serve, engage our residents, and provide valued services promptly, professionally and with a passion.
- Goal 5: Economic Vitality
Encourage a thriving business environment, becoming a hub of economic activity and innovation, with a focus on high-paying industries, a vibrant downtown, and a healthy economy.

Progress on the Strategic Plan initiatives are reported to the City Council and public quarterly. Full details of the current Strategic Plan can be found in the budget document and at the following link: <https://www.novato.org/government/city-council/strategic-plan>.

FISCAL YEAR 24/25 OPERATING BUDGET HIGHLIGHTS

The adopted FY24/25 operating budget includes \$50.30 million in revenue and \$54.55 million in expense (inclusive of transfers in/out), resulting in a deficit of \$4.25 million to be backfilled by the EDRF Reserve.

As with any other year, adoption of the annual budget represents a snapshot of the City’s fiscal forecast based on currently known economic factors. Because revenue and expense projections continually shift throughout the year, Staff complete a comprehensive review of revenue and expense performance after the first six months of the year. Based on that review, any needed budget amendments are presented to the City Council for consideration. The City Council may also amend the budget at other times throughout the year when needed. Further, quarterly performance reports are provided to the Finance Advisory Commission and City Council for review.

With the use of \$4.25 million in EDRF reserves, this year’s budget maintains existing service levels; supports the City Council’s priority policy areas such as employee retention, economic development and environmental sustainability; building permit process improvements; and preserves police services and parks and streets maintenance.

General Fund Summary

The table below provides a summary of General Fund revenue, expense and the projected deficit, which is backfilled by the EDRF reserve at \$4.25 million. A summary of the budget can be found in the FY24/25 Budget in Brief included in this document.

General Fund Summary	
	Amended Budget FY 24/25
Revenue	\$48,028,857
Expense	(\$52,422,428)
Transfers In	\$2,266,701
Transfers Out	(\$2,126,376)
Surplus / (Deficit)	(\$4,253,246)

Revenue

FY24/25 General Fund revenue is projected at \$50.3 million (with transfers in of \$2.3 million). This revenue is primarily derived from Taxes (including property tax, sales tax, franchise tax, TOT and business licenses) at 81% or \$40.7 million; Charges for Services (including building fees, inspection fees, recreation class registrations) at 8% or \$4.0 million; License and Permits (including construction permits, police permits, home occupancy permits) at 2% or \$1.2 million; and Operating Transfers In at 5% or \$2.3 million which includes a \$1.4 million transfer of gas tax revenue to offset ongoing street and road repairs, \$300K from Parks Measure A to offset utility costs at parks,

open space, etc., \$13K to offset administrative costs associated with Successor Agency activities, and approximately \$443K from Hamilton Trust earnings.

General Fund Revenue by Category	
	Adopted FY 24/25
Taxes	\$40,747,789
Licenses & Permits	1,206,700
Intergovernmental	915,604
Charges for Services	3,957,866
Fines & Forfeitures	410,050
Use of Money & Property	586,992
Other	203,856
Operating Transfer In	2,266,701
TOTAL	\$50,295,558

Significant changes over FY23/24 include a 1.65% increase in property tax; a 0.8% increase in sales tax; a minor increase in Transient Occupancy tax which will be evaluated later in the year to determine if any increase is needed for one new hotel that is currently under construction and is anticipated to open in the coming months, and a 2% increase for business license tax.

The Charges for Services category consists of revenue received for direct services provided to the community. As Parks, Recreation and Community Services program demand continues to grow and park and facility rentals stabilize post-pandemic, revenue is anticipated to increase over the prior year. Permit issuance and development activity is anticipated to remain steady; however, the User Fee Study adopted in 2022 allows for an annual Consumer Price Index change to ensure appropriate recovery of General Fund costs for services provided to individual customers. This year’s CPI change was +3.7% and was applied to fees as identified in the Master Fee Schedule: <https://www.novato.org/government/finance/master-fee-schedule>.

Expense

FY 24/25 General Fund amended expense is projected at \$54.5 million (inclusive of \$2.1 million in transfers out and \$200k for a one-time downtown parking study). Typical of a service organization, expenses are primarily in Salaries and Benefits at 69% or \$37.4 million. Other significant expense categories include Professional Services at \$5.6 million, Operating Expense (for needed materials, services and supplies to maintain operations) at \$6.5 million, and Utilities at \$1.6 million. The remaining categories include areas such as Repairs and Maintenance, Intergovernmental Services, and Rents and Leases, there are no significant changes in these categories for FY24/25. More information about major expense changes is outlined below.

General Fund Expense by Category	
Category	Adopted FY 24/25
Salaries & Benefits	\$37,440,672
Professional Services	5,680,649
Training & Travel	422,107
Operating Expense	6,514,403
Utilities	1,609,751
Other Expenses	754,846
Transfers Out	2,126,376
TOTAL	\$54,548,804

Effective July 1st, approved labor agreements include a cost-of-living adjustment of 3.5%, increased hours for part-time staff to support Parks, Recreation, and Community Services programs including direct City staffing of Hamilton Pool’s aquatics programs, and rising health insurance costs.

The following table identifies the five-year change in CalPERS Unfunded Accrued Liability (UAL) costs. These costs were previously projected to start leveling off in FY 23/24, however market conditions impacting CalPERS investments have resulted in an increase in cost for FY24/25. The FY24/25 UAL amount payable is \$5.48 million, a \$917k or 20.1% increase over FY23/24. Future costs will be dependent upon CalPERS investment performance.

CalPERS Unfunded Accrued Liability 5-Year Trend					
	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Unfunded Accrued Liability	\$3,657,618	\$4,296,594	\$4,882,164	\$4,558,920	\$5,475,682
Annual Change		\$638,976	\$585,570	\$(323,244)	\$916,762
% Change		+17.5%	+13.6%	-6.6%	+20.1%
*Depending on available cash flow, the FY24/25 payment may be made in a lump sum, resulting in a savings of approximately 3.4% or ~\$186k.					

The Professional Services category includes consulting and contract service expenses for legal services, landscaping and custodial services, homeless support services, independent audit services, bank services, animal control services, contract inspection services, facility maintenance services, and contract recreation program instructors. Additionally, with reduced staffing levels, it is often necessary to back-fill vacancies with consultants, contractors, or other temporary help to ensure day-to-day work can continue; these circumstances also lead to increased expense in this category.

This year’s Professional Services increases are generally attributable to a one-time parking study authorized by the City Council to analyze parking in the downtown area and transition from in-house to contracted recreation program instructors.

Professional Services Budget History 4-Year Trend				
	FY 21/22	FY 22/23	FY 23/24	FY 24/25
TOTAL	\$3,611,144	\$5,364,731	\$5,297,255	\$5,680,649

As noted in prior budget reports, overall utility costs are increasing. The table below identifies the projected increases by utility category. \$300K from Parks Measure A is being transferred into the General Fund to partially offset utility costs and General Fund expense in City parks per Council direction on May 14, 2024.

Utility Assumptions FY 24/25	
Water	+8.5%
Garbage	+2.2%
Sewer	+3.1%
PG&E	+12.9%

Personnel

The following table provides a summary of staffing levels between FY 19/20 and FY 23/24. There was a significant decrease in staffing levels in FY20/21 as 17 (seventeen) positions, or +8% of the workforce, was eliminated in response to pandemic related revenue declines.

Each year Staff evaluates changing service demands and requests adjustments to staffing levels as necessary. While some positions were changed to keep pace with shifting service demands, one new position was added with adoption of the FY 23/24 budget to address customer service and permit processing needs in the Community Development Department. This addition was consistent with recommendations in a recently completed independent assessment of the building permit process.

Personnel Allocation History						
	Amended FY 19/20	Amended FY 20/21	Amended FY 21/22	Amended FY 22/23	Amended FY 23/24	Adopted FY24/25
General Fund	194.61	179.11	185.71	188.71	190.71	191.71
Other Funds	13.89	9.39	5.79	6.79	6.79	6.79
TOTAL	208.50	188.50	192.50	195.50	197.00	198.00

Staffing levels have fluctuated significantly over the past six years. In FY 19/20 staffing was at 208.50 FTE, and declined to 188.50 in FY 20/21, because of the pandemic related decreases in revenue and change in demand for services as noted above. Incremental changes have been made since FY 21/22 to address growing workload and customer service needs. Additionally, the depletion of Measure F revenue since the expiration of that ½ cent local sales tax has resulted in reduced staffing levels and increased demand on the General Fund to absorb needed positions.

With existing staffing levels, the City continues to be challenged to sustain quality services. These challenges are becoming increasingly visible throughout the community, for example staff are experiencing growing difficulty in keeping pace with the basic maintenance of our streets and roads, medians, parks, and public facilities; and rising difficulty in attracting and retaining employees.

DEFICIT BACKFILL / EMERGENCY RESERVE

At the June 11th Budget Hearing, City Council directed Staff to backfill the anticipated \$4.1 million deficit (now \$4.3 million inclusive of the downtown parking study added at budget adoption) with the Emergency & Disaster Response Fund (EDRF or emergency reserve).

The EDRF was created as “a financial buffer in the event of significant economic downturns or for unexpected severe emergencies or disasters.” To ensure fiscal prudence and sound financial management, the City’s Reserve Policy requires that this reserve be maintained at a level equal to **15%** of annual General Fund expenditures (excluding Transfers Out). This fund was not intended to support ongoing operations; and its use to support ongoing expenses is not structurally sustainable.

The delayed completion of financial audits makes it difficult to accurately project fund balances, including the balance of the EDRF. The best information currently available is the adopted budget information. Using this as the baseline for the reserve policy calculation, the EDRF available balance is projected at \$13.7 million as of June 30, 2023.

Adding backfill for the \$4.3 million deficit as directed by the City Council at the Budget Hearing, the June 30, 2024, balance would be \$4.5 million or **8.6%** (total General Fund expense of \$52.4 million).

Fund 116 Emergency & Disaster Response Fund	
Projected Fund Balance (as of 06/30/2023)	\$13,693,055
FY22/23 Amended Deficit	(1,606,322)
FY23/24 Amended Deficit	(3,332,725)
Projected “Available” Balance as of 06/30/2024	\$8,754,008
FY24/25 Projected Deficit	(4,253,246)
Projected “Available” Balance as of 06/30/2025	\$4,500,762

This projected balance is a worst-case scenario. It is reasonable to anticipate that budget performance for Fiscal Years 22/23 and 23/24 is better than budgeted, resulting in less use of the EDRF to backfill projected deficits during these years. Nevertheless, continued reliance on this emergency fund for daily activities is unsustainable and the available fund balance is inadequate in the event of a major emergency.

CAPITAL IMPROVEMENT PROGRAM

Each fiscal year the City’s five-year Capital Improvement Program (CIP) is updated based on citywide priorities, community need and input, and available revenue. Annual updates to the CIP program include a mid-year review of each project schedule and expenditures to determine if any funding adjustments may be required for projects that are planned or underway. Five-year revenue projections are prepared for funding sources that support capital projects, and specific capital needs are matched with revenue capacity to create the CIP proposal. All capital projects are organized in the following categories:

- Municipal Facilities
- Parks, Recreation and Community Facilities
- Transportation Drainage and Utilities
- Technology and Organizational Investments

The City’s FY 24/25 CIP includes fifty-six (56) individual projects, including three new projects proposed with approximately \$6.1 million in approved new funding, \$4.1 million for ongoing projects and \$2.0 million for new projects. Capital projects funding is supported by several sources including: regional, state or federal grants, gas taxes, Measure F, Parks Measure A, building maintenance funds, and development impact fees. All funding sources are reviewed for expenditure eligibility and combined to fund critical capital projects.

The Fiscal Year 24/25 objectives and goals of the CIP are as follows:

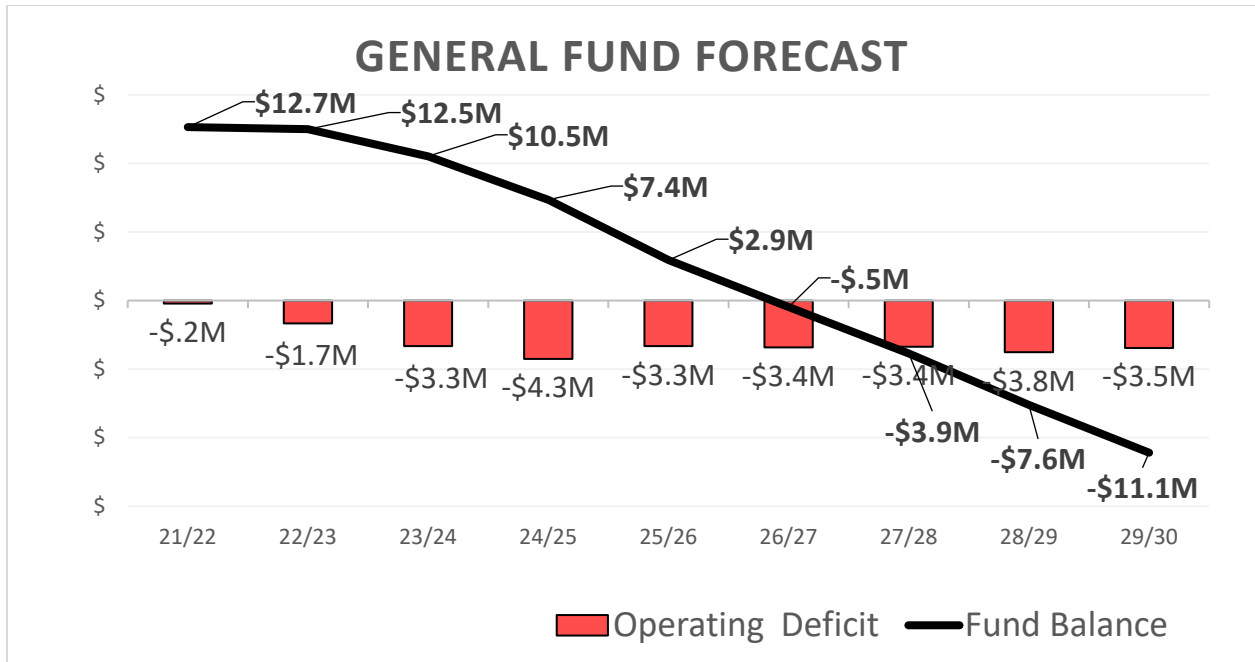
- Efficiently use funding sources by timely closing out all completed projects & reprogramming any remaining funding.
- Combine projects with similar scopes of work to achieve economies of scale and reduce administrative costs to deliver.
- Reduce the CIP reliance on the General Fund in support of fiscal sustainability.
- Create new projects to address major infrastructure needs (storm drain upgrades, parks improvements, streetlight replacements, pavement projects to improve Pavement Condition Index (PCI).
- Reconcile all special revenue sources (e.g. DIF varieties, Gas Tax).
- Undertake annual street rehabilitation project.
- Continue Grant Ave. Bridge construction (started in April 2024).
- Commence Wooden Streetlight Pole replacement project.
- Continue right-of-way acquisition and utility undergrounding work for the Novato Blvd. widening project.
- Undertake new parks projects consistent with adopted Parks Master Plan priorities.

As a result of the City's cost containment actions the past several years, investment in our capital needs has not been adequate. Currently there is over \$51 million in deferred maintenance for the City's roads/streets (\$38 million) and parks (\$13 million) alone. To maintain the City's street condition at existing levels, an additional \$5 million in ongoing funding each year is needed. Without increased investment, City infrastructure will continue to deteriorate, cost more to repair if funds are available, and increase the City's safety risk and liability.

5-Year Forecast

Subsequent to adoption of this budget, a new Five-Year General Fund Forecast was presented to the City Council on July 9, 2024. The report provided future projections on General Fund revenue and expense and illustrated that if structural fiscal changes are not made by FY26/27 – only two fiscal years away, the City will have exhausted all available reserves and will not be able to maintain the already suppressed service levels being delivered to the community.

The following table is an excerpt from that report, showing projected systemic deficits of between \$3.3 million to \$3.8 million each year over the next five years. Without immediate action to increase revenue, there will be no choice but to severely reduce service levels next fiscal year.



While the projections are bleak, it is important to note that this is a conservative financial forecast. The revenue assumptions include incremental growth in most revenue streams, and the addition of transient occupancy tax from the new hotel that is expected to open in 2025. The expense assumptions include incremental cost / consumer price index (CPI) increases and known labor costs. The current labor agreements expire at the end of FY 24/25. Consistent with best financial projection practices, there are no assumptions for cost-of-living adjustments or other compensation changes for staff in future years. Given that staff compensation levels are currently not competitive, and the City continues to be challenged to attract and retain employees, it is not practical to assume there will be no compensation increases in the next five years.

While Staff continue to identify and implement efficiencies to reduce expenses, the reality is that with essentially 70% of the operating budget comprised of personnel costs (of which 50% is police), it is not reasonable to assume that further expense reductions can be made without more workforce reductions. Staffing levels are already so lean, any vacancy impacts service delivery. Even when positions are frozen, there is a need to backfill that vacancy with contract or consulting services to meet minimum service level demands and/or other mandates.

Additionally, the projected deficits shown above reflect a continuation of current funding levels in capital maintenance and other infrastructure repairs. These funding levels are severely inadequate to maintain the City's infrastructure. With over \$51 million in deferred maintenance in the City's roads and parks alone, these City assets will continue their rapid deterioration further impacting quality of life.

CONCLUSION

While the City Council has responsibly planned and set aside monies in a “rainy day” fund, the Emergency and Disaster Response Fund, for emergencies (such as the pandemic, or other natural or economic disasters), those reserves are not intended to be relied upon to support ongoing services. Unfortunately, with no other options, those funds are being used again this year to sustain critical services to the community.

As has been discussed for decades, the City’s revenue structure is simply not adequate to deliver services at the levels the community needs or wants. The City Council’s most recent Strategic Plan included an initiative to look at the potential for a new locally controlled sales tax. In alignment with that initiative the City Council and Staff completed significant community engagement and education around the City’s fiscal condition over the past year.

As part of this process, a community survey was completed. The survey showed that Novato residents value their quality of life, with over 80% rating it as Excellent or Very Good. This is compared to 66% that stated that they are Very or Somewhat Satisfied with City Services. The survey results also showed that resident satisfaction with City services has incrementally declined since 2015, coinciding with a time when ongoing expense reductions were initiated, partially in response to loss of Measure F revenue.

Additionally, the survey provided insight into the community’s funding priorities, including:

- Fix potholes and maintain city streets,
- Maintain 9-1-1 emergency response and crime/gang prevention,
- Attract and retain small businesses,
- Maintain parks and recreation programs and facilities,
- Enhance wildfire prevention, and
- Repair aging storm drains.

And finally, the survey indicated that nearly 60% of Novato voters would support a local sales tax measure to fund the community’s priorities identified above.

To address the City’s fiscal challenges and preserve services, on July 23, 2024, the City Council unanimously decided to place a local sales tax measure on the November 2024 ballot. The measure allows voters to decide if they want to set Novato’s local sales tax rate at or below the rate of neighboring communities including San Rafael, Sausalito, Larkspur, San Anselmo, and Petaluma.

If approved, Novato’s local sales tax rate could be increased by 0.75%, which would add 7.5¢ to a \$10 purchase or 75¢ to a \$100 purchase. Essential purchases like groceries, prescription medications, and services (such as medical and dental) are exempt from sales tax. The local sales tax at 0.75% would generate approximately \$10.3 million in locally controlled revenue that could be used to maintain those services the

community values most and more appropriately invest in the City's deteriorating infrastructure.

The measure also ensures strong fiscal oversight protections including reevaluating the measure's necessity at year 10 and every 5 years thereafter. Similar to the now expired Measure F, the measure would also be subject to independent annual audits and would receive oversight from a citizens' oversight committee.

If successful this November, the proposed local sales tax will not only preserve critical services, but future budgets can be balanced, emergency reserves can be replenished and long-overdue investments in the City's infrastructure can be made to keep Novato safe and protect quality of life.

Novato has reached a financial crossroad. Either we fix these longstanding budget deficits and preserve essential services or make deeper cuts that will impact quality of life. Thank you to the City Council for seeking long-term solutions to these challenges and for making the courageous decision to let Novato voters decide their future.

Sincerely,

A handwritten signature in blue ink that reads "Amy Cunningham". The signature is fluid and cursive, with a large initial "A" and "C".

Amy Cunningham
City Manager

Adopted Budget 2024-25

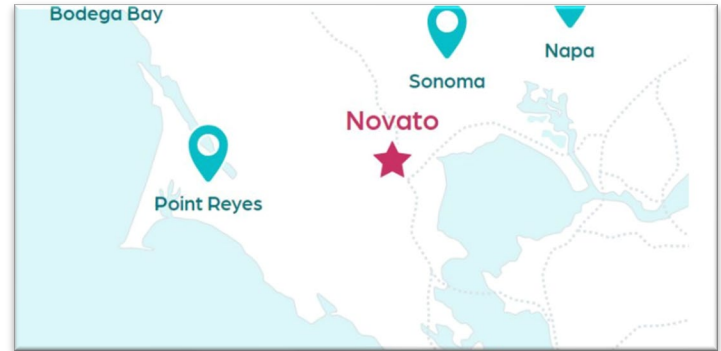
COMMUNITY PROFILE



CITY OF NOVATO
CALIFORNIA

Community Profile

Novato is the northernmost city in Marin County, California, and is located approximately 29 miles north of San Francisco and 37 miles northwest of Oakland. Marin County's population as of July 2022 is 256,018. Novato, which covers 28 square miles, has an estimated population of 53,225 and 21,271 households.



The City of Novato was incorporated on January 20, 1960 as a general law city.

The City Council is made up of five members, elected by district to overlapping, four-year terms. The Mayor is selected for a one-year term from among the members of the City Council. The City operates under a council-manager form of government. The City Council appoints the City Manager and City Attorney.

The City of Novato delivers municipal services through six departments: Central Administration (City Manager, City Clerk, City Attorney, Environmental Sustainability, Economic Development, Human Resources, Communications and Public Engagement), Administrative Services (Finance and Payroll, Information Technology, Citywide Programs), Police (Administration, Operations, Services), Community Development (Planning, Building, and Code Enforcement), Public Works (Engineering and Maintenance), and Parks, Recreation and Community Services. Fire services are provided in Novato by the Novato Fire Protection District; refuse, recycling services and sewage systems are provided by the Novato Sanitary District; water services by the North Marin Water District; public transit services by the Golden Gate Bridge, Highway and Transportation District; animal control services via contract by the Marin Humane Society; and library services by the Marin County Free Library.

Pacific Gas & Electric provides gas and electric services in Novato. Telephone service in Novato is provided by Verizon in the northern and central sections of Novato and by AT&T in the southern section. Cable television service is provided by Comcast Cable Corporation throughout most of Novato. AT&T provides satellite TV service throughout the city.

Novato at a Glance

GENERAL INFORMATION

INCORPORATED	January 20, 1960
GOVERNMENT	Council/Manager
LAND AREA	28 square miles



EDUCATIONAL ATTAINMENT

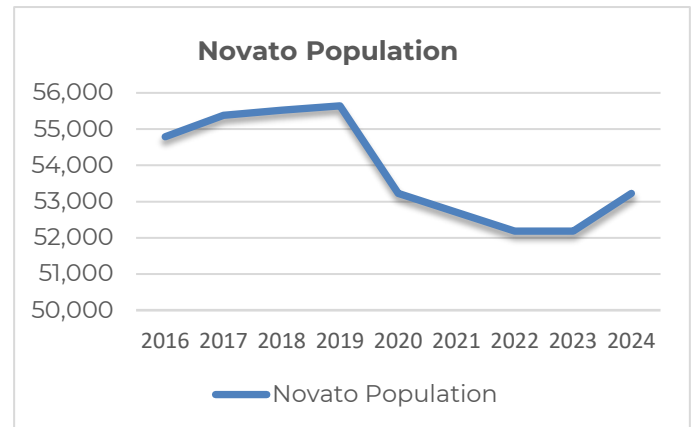
GRADUATE OR PROFESSIONAL DEGREE	18.6%
BACHELOR'S DEGREE	29.8%
ASSOCIATES DEGREE OR SOME COLLEGE	8.50%
HIGH SCHOOL OR EQUIVALENT DEGREE	14.80%
NON-HIGH SCHOOL GRADUATES	2.17%

POPULATION

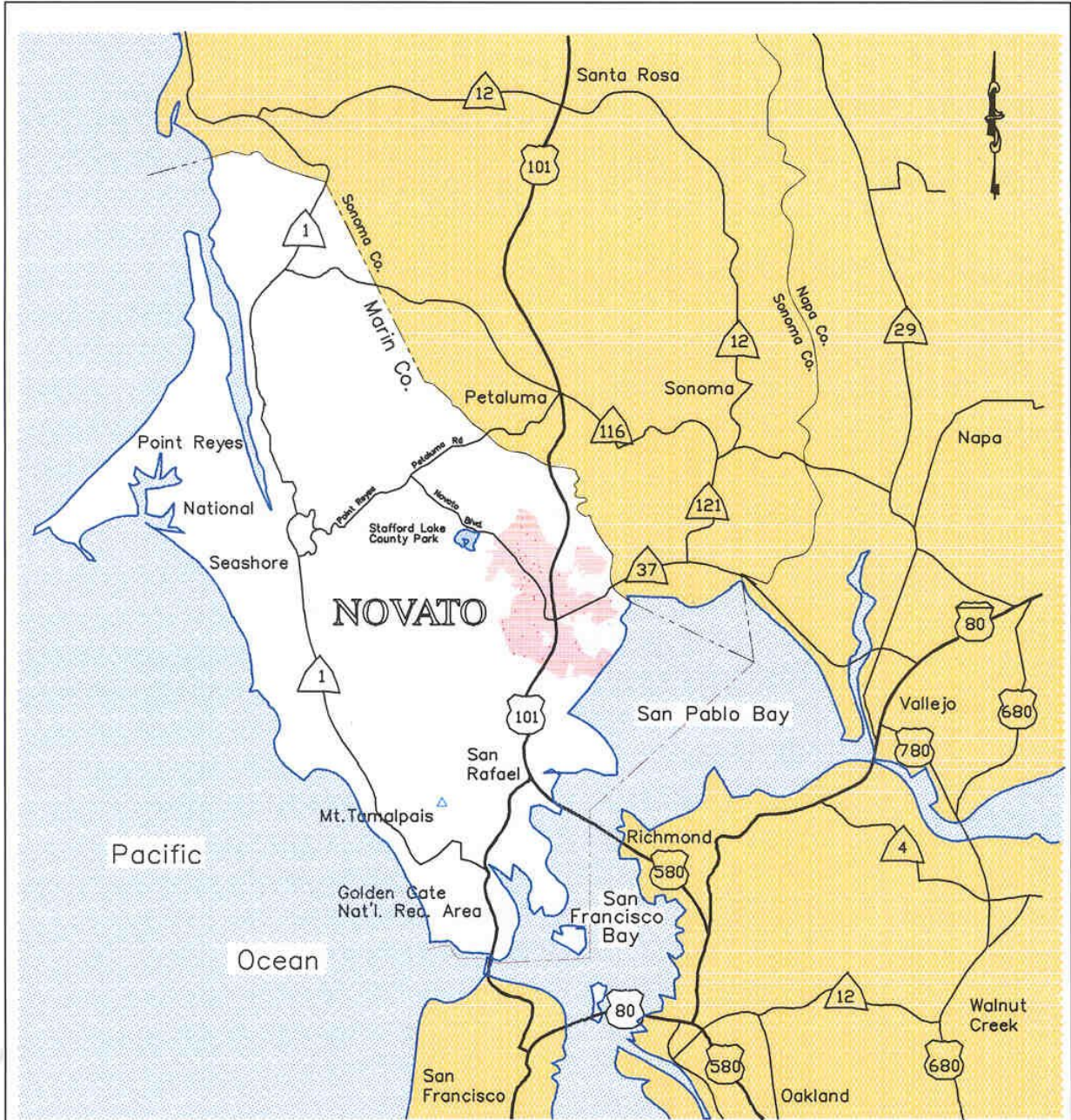
POPULATION	53,225
MEDIAN AGE	48.6 years

HOUSING

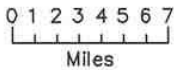
HOUSING UNITS	21,271
PERSONS PER HOUSEHOLD	2.50
VACANCY RATE	3.32%
OWNER OCCUPIED HOUSEHOLDS	68.6%
MEDIAN HOME PRICE	\$936,100
HOME OWNERSHIP RATE	68.6%
MEDIAN GROSS RENT	\$2,323
MEDIAN HOUSEHOLD INCOME	\$110,948



Sources:
 U.S. Census Bureau (2022)
 Name Census (2022)



-  U.S. Federal Hwy.
-  Calif. State Route



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City of Novato Regional Map

Adopted Budget 2024-25

RESOLUTIONS ADOPTING FINAL BUDGET



CITY OF NOVATO
CALIFORNIA

ORIGINAL

CITY OF NOVATO PUBLIC FINANCE AUTHORITY

RESOLUTION NO. NPFA 2024-001

A RESOLUTION OF THE NOVATO PUBLIC FINANCE AUTHORITY ADOPTING THE FINAL BUDGET FOR THE NOVATO PUBLIC FINANCE AUTHORITY OF THE CITY OF NOVATO FOR FISCAL YEAR JULY 1, 2024 THROUGH JUNE 30, 2025 PROVIDING FOR THE APPROPRIATION OF EXPENDITURES OF ALL SUMS LISTED BELOW AND REPEALING ALL RESOLUTIONS IN CONCERT HEREWITH

WHEREAS, the City Manager has submitted to the Novato Public Finance Authority, a proposed budget for Fiscal Year July 1, 2024 through June 30, 2025; and

WHEREAS, after examination, deliberation and due consideration, the Novato Public Finance Authority has approved the same; and

WHEREAS, the Novato Public Finance Authority (Fund 243) hereby appropriates funds as follows:


- Total Revenue \$51,537
- Total Expense \$98,642

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Novato Public Finance Authority does hereby adopt the said final budget for Fiscal Year July 1, 2024 through June 30, 2025 and all resolutions and conflicts are expressly repealed.

* * * * *

I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting thereof, held on the 25th day of June, 2024, by the following vote, to wit:

AYES: Councilmembers Wernick, Eklund, O'Connor, Milberg
 NOES: Councilmembers
 ABSTAIN: Councilmembers
 ABSENT: Councilmembers Farac


 City Clerk of the City of Novato

Approved as to form:

Gary B. Bell

City Attorney of the City of Novato

ORIGINAL

CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 2024-055

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF NOVATO ADOPTING THE CITY OF NOVATO OPERATING AND CAPITAL IMPROVEMENT BUDGETS FOR FISCAL YEAR JULY 1, 2024 THROUGH JUNE 30, 2025, PROVIDING FOR THE APPROPRIATION OF EXPENDITURES IN SAID BUDGETS, AND REPEALING ALL RESOLUTIONS IN CONCERT HERewith

WHEREAS, the City Council of the City of Novato has reviewed the proposed Operating Budget for FY 2024/25 and the Capital Improvement Program for FY 2024/25 through 2027/28; and

WHEREAS, as part of the City Council review process several public meetings were held to discuss the development of the FY 2024/25 budgets; in addition, the community provided input during the public meetings, two community budget surveys, and a budget workshop; and

WHEREAS, the City Council of the City of Novato has reviewed the proposed Operating and Capital Budgets for the Marin Valley Mobile Country Club (MVMCC) for FY 2024/25 at a public meeting on June 11, 2024; and

WHEREAS, the City Manager has recommended certain personnel changes that will create organizational efficiencies and improve customer service as outlined at the June 11, 2024, budget hearing, and

WHEREAS, the proposed budget includes a full-time equivalent employee count at 198.00 for FY 2024/25;

WHEREAS, the City Council proposed adding a parking study to the operating budget and the amount programmed for the study is \$200,000.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Novato hereby finds as follows:

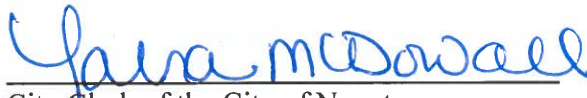
1. That the budget appropriations for FY 2024/25 as presented by the City Manager in the document "City of Novato Draft Budget, Fiscal Year 2024/25" is hereby approved and adopted, with total appropriation of all funds at \$77,068,308 for FY 2024/25 as shown in *Exhibit A*, and Novato Public Finance Authority adopted June 25, 2024 by the Novato City Council.
2. That the Capital Improvement Program Budget presented to the City Council on June 11, 2024 for FY2024/25 through 2028/29 is hereby approved and adopted with total new appropriations of \$6,896,109.

3. A copy of said draft Budget is on file with the City Clerk and is hereby adopted and referred to and by this reference expressly incorporated herein and made a part of this resolution. The funds appropriated by this resolution are authorized to be expended as necessary for municipal purposes.

* * * * *

I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the City Council of the City of Novato, Marin County, California, at a meeting thereof, held on the 25th day of June, 2024, by the following vote, to wit:

AYES: Councilmembers Eklund, Wernick, O'Connor, Milberg
NOES: Councilmembers
ABSTAIN: Councilmembers
ABSENT: Councilmembers Farac



City Clerk of the City of Novato

Approved as to form:



City Attorney of the City of Novato

Exhibit A
Proposed FY2024/25
Budget Appropriations

Fund	Revenues	Expenditures
101 - General Fund	50,295,558.00	54,548,804.00
111 - Measure F Sales Tax	-	156,000.00
114 - Pension Reserve	10.00	-
115 - Insurance Reserve	15,300.00	-
116 - Emergency & Disaster Reserve	66,076.00	-
117 - Civic Center	140.00	-
118 - Long-Term Maint-Facilities	307,662.00	650,000.00
119 - Long-Term Maint-Infrastructure	301,612.00	450,000.00
210 - Affordable Housing Programs	308,292.00	607,729.00
211 - Clean Storm Water	369,496.00	489,366.00
212 - Underground Utilities	5,482.00	-
213 - Parking Improvement	-	-
214 - Subdivision Park (Quimby)	128,614.00	-
215 - Art in Public Places	11,854.00	-
216 - General Plan Surcharge	74,501.00	-
217 - Automation Surcharge	77,061.00	187,909.00
218 - Hamilton CFD Maintenance	1,007,997.00	1,023,860.00
219 - Pointe Marin CFD Maint.	208,802.00	321,761.00
220 - Hamilton Art Center	559,566.00	379,648.00
221 - Chapter 27 Assessments	1,858.00	-
222 - LAD-San Marin	78,516.00	100,062.00
223 - LAD-Country Club	436.00	-
224 - LAD-Wildwood Glen	12,936.00	13,257.00
225 - LAD-Hillside	29,970.00	29,303.00
226 - Light & LAD-Downtown	7,449.00	4,323.00
227 - LAD-San Pablo	17,677.00	43,855.00
228 - Scottsdale AD	64.00	-
229 - State Gas Tax	2,834,143.00	3,072,861.00
230 - Justice Assistance Grants	-	-
231 - Special Police Projects	139,500.00	154,000.00
232 - State COPS Grant	150,000.00	222,700.00
233 - Operating Grants	-	-
234 - Capital Grants	5,020,000.00	-
235 - Marin VRF	2,878.00	511,000.00
236 - Streets Measure A	1,178,648.00	1,053,919.00
237 - Park Measure A	499,770.00	433,448.00
238 - Clean Stormwater CIP	92,848.00	500,000.00
239 - Street & Storm Drain Maint.	75,452.00	73,800.00
240 - Restricted Revenue	-	199,682.00
241 - Development Impact Fees	352,288.00	930,000.00
242 - Community Facilities	-	-
243 - NPFA	51,537.00	98,642.00

**Proposed FY2024/25
Budget Appropriations**

Fund	Revenues	Expenditures
245 - American Rescue Plan	18,090.00	820,000.00
246- PEG	-	-
501 - General Obligations Bond	45,614.00	700,462.00
502 - Pension Obligation Bonds	1,721,947.00	1,670,812.00
601 - Equipment Maintenance	857,142.00	872,180.00
602 - Equipment Replacement	751,646.00	960,952.00
603 - Technology Replacement	96,986.00	134,000.00
651 - MVMCC	3,870,268.00	5,004,033.00
701 - Hamilton Trust	328,583.00	529,700.00
802 - RORF		120,240.00
Total All Funds	71,974,269.00	77,068,308.00

Capital Improvement Program

301 - Capital Projects	6,896,109.00	6,896,109.00
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Adopted Budget 2024-25

BUDGET IN BRIEF



CITY OF NOVATO
CALIFORNIA



BUDGET IN BRIEF

Total General Fund Amended Budget: \$54.5 Million

Find out more at novato.org/citybudget

The City of Novato adopts its budget each June for the following fiscal year, which runs from July 1 to June 30.

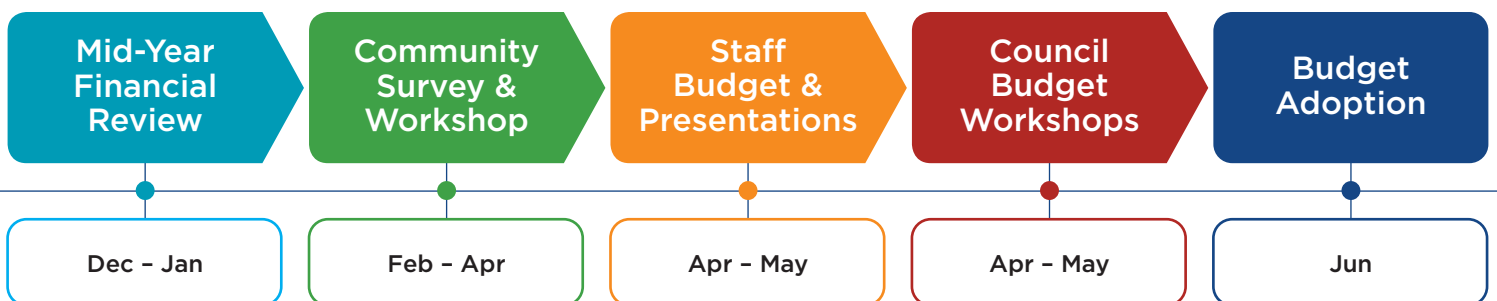
The budget, while a financial document, is also an important policy document, outlining the City Council's priorities for the upcoming year and showing how financial resources will be committed toward those goals.

Strategic Plan Goals

The City of Novato's Strategic Plan is a two-year plan that guides both the operating and capital budget development and contains the following five goals. More information at novato.org/strategicplan.

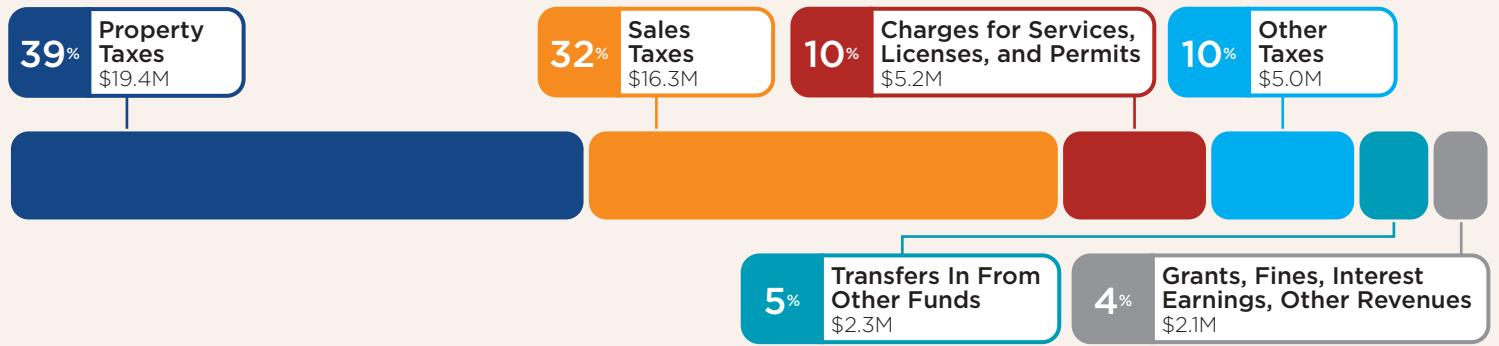
<p>Living Well, Together</p>	<p>Great Places</p>	<p>Environmental Stewardship</p>	<p>A City That Works</p>	<p>Economic Vitality</p>
<p>Support facilities and design programs and services that create a healthy, caring, and interconnected community that is safe and secure.</p>	<p>Create inviting natural and built places and spaces for contemplation, play, arts, and connection while celebrating our diverse community.</p>	<p>Preserve, protect, and enhance Novato's unique environment, now and for future generations, and model best sustainability practices for the community.</p>	<p>Know, understand, and respond to the community we serve, engage our residents, and provide valued services promptly, professionally and with a passion.</p>	<p>Encourage a healthy economy where businesses flourish and grow to support the City's long-term financial health and preserve crucial City services.</p>

Annual Budget Process



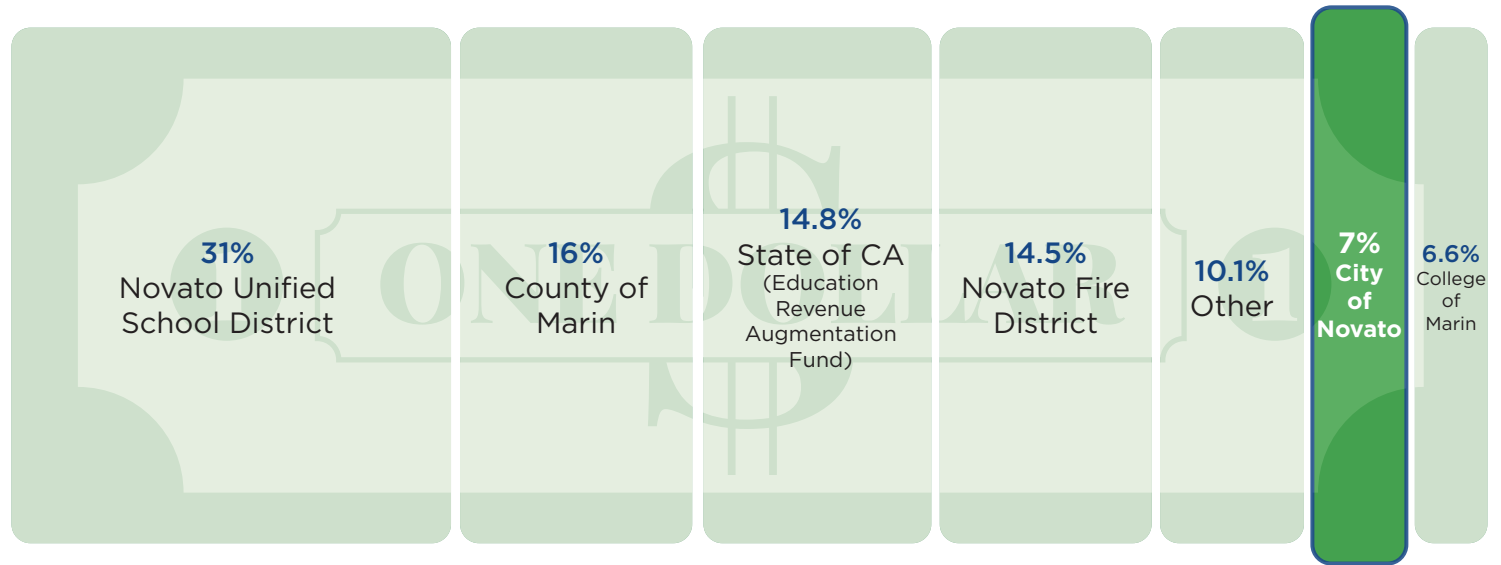
REVENUES – FISCAL YEAR 2024-2025

Total General Fund Revenues: \$50.3 Million



Distribution of Property Tax

How each dollar you pay is distributed.



Community Priorities

A recent survey of Novato residents revealed that over 80% rate their quality of life as Good, while 66% are Satisfied with City Services, a figure that has declined since 2015 when the City started reducing expenses. The community's top funding priorities include fixing potholes, storm drains and streets, maintaining 9-1-1 emergency response and crime prevention, supporting small businesses, maintaining parks and street medians, and enhancing wildfire prevention.



Fix potholes and maintain city streets



Maintain 9-1-1 emergency response and public safety



Support small local businesses



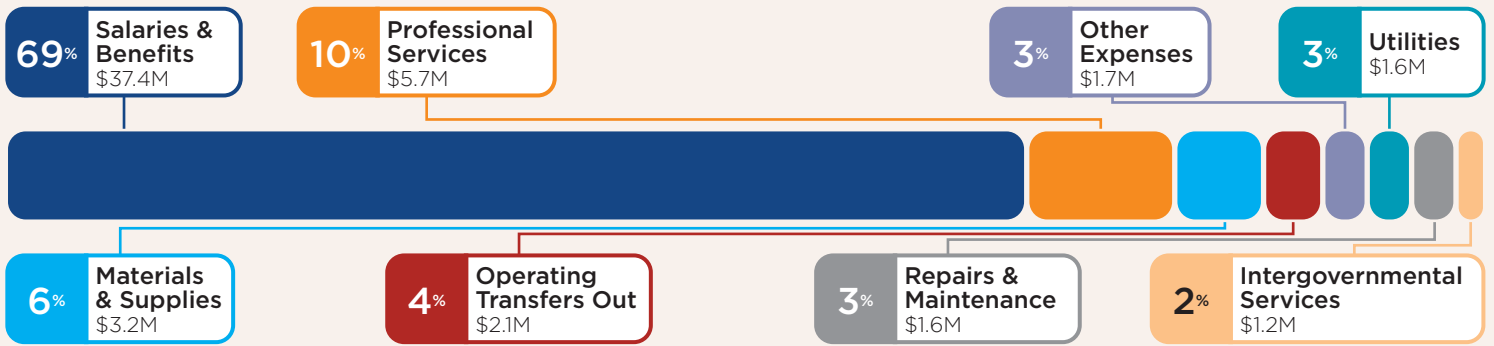
Maintain parks and recreation programs and facilities



Reduce the risk of wildfires

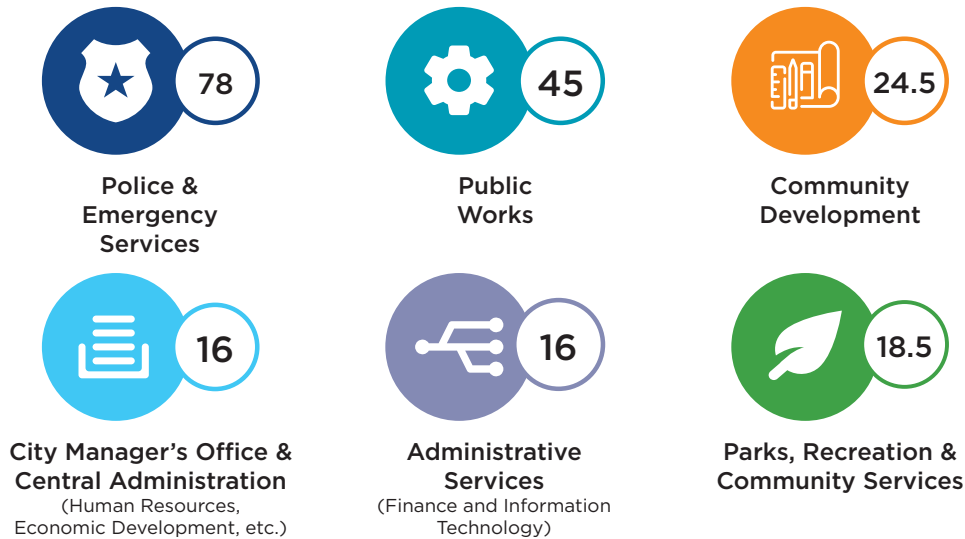
EXPENDITURES – FISCAL YEAR 2024-2025

Total General Fund Expenditures: \$54.5 Million



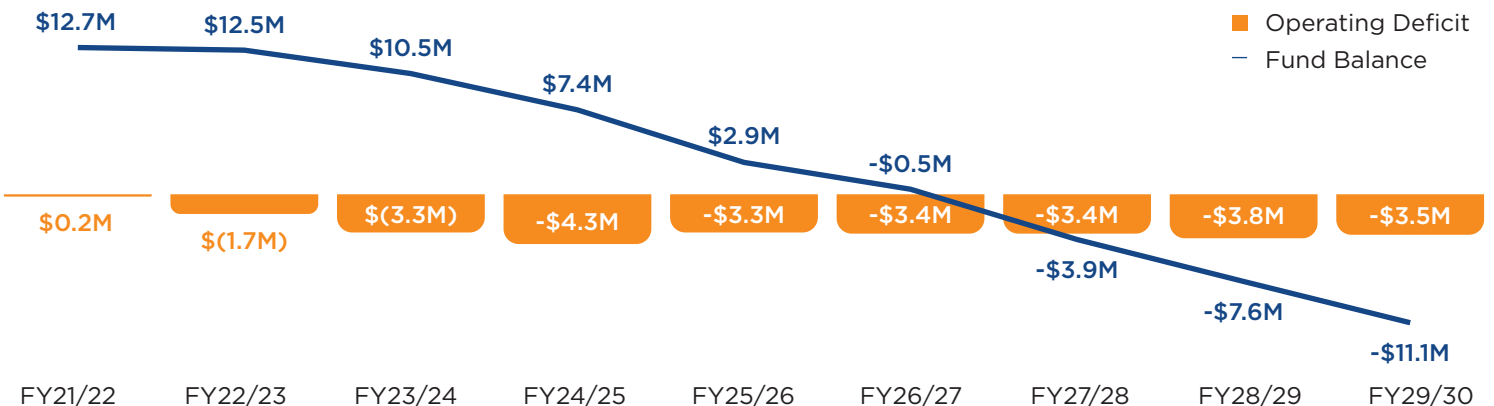
City Staff Distribution

The total number of regular, full-time employees is 198



General Fund Forecast

The General Fund financial forecast projects the City will experience systemic deficits of \$3.3M to \$3.8M over the next five years. Without a significant change in revenue or expense, the City will not have adequate emergency reserves to preserve current service levels by FY26/27. Find out more about the City's fiscal challenges at: novato.org/localfunding.



Capital Improvement Plan

The City Council adopts a five-year Capital Improvement Program that includes many projects to improve and maintain city infrastructure, facilities, and quality of life for the community. The current five-year capital program totals \$42.7 million, with \$6.9 million allocated for Fiscal Year 2024/25 improvements. The City leverages federal, state and regional funding as well as grants to complete many capital projects.

Project Highlights



Hoog Park Playground Improvements

With funding from the American Rescue Plan, the project will replace the existing playground equipment with a new structure tailored for children aged 5-12. Although still in the planning phase, the project plans to feature inclusive play elements, shade structures, and compliance with National Standards for Youth Physical Activity. Additionally, rubberized surfacing and fencing are being considered. Final design decisions will be made following community outreach, including an online survey and a community meeting to collect feedback.

Project Budget: \$720,000



Annual Paving Project

The City's annual paving project aims to resurface city streets identified in the Pavement Management Program. With a combination of Gas Tax and Tam Measure AA Funding, the project prioritizes street segments based on Pavement Condition Index (PCI) and other criteria each fiscal year. Rehabilitation methods such as scrub-seals, micro-surfacing, or grinding/paving will be employed based on roadway conditions. Additionally, the project includes upgrading pedestrian facilities for accessibility compliance and potentially adding bike lane striping and other safety improvements.

Project Budget: \$1.77M



Grant Avenue Bridge Widening

This project widens and rehabilitates the existing bridge on Grant Avenue between 8th Street and Virginia Avenue to improve access and usability for vehicles, bicycles, and pedestrians. This project is funded from a combination of TAM Measure AA monies and a \$3.6M Federal Highway Bridge Program grant.

Project Budget: \$9.6M

City Council

Mayor Mark Milberg
Mayor Pro Tem Tim O'Connor
Councilmember Pat Eklund
Councilmember Rachel Farac
Councilmember Susan Wernick

Finance Advisory Commission

Chair Larisa Thomas
Vice Chair Tina McMillan

Committee Members:

Regina Bianucci Rus
Cris MacKenzie
Rafelina Maglio
Michele Manos
Andrew Zmyslowski

As of 07/01/24

Get Involved – Attend a Meeting

The Novato City Council and the Finance Advisory Commission hold meetings regularly to discuss City business. Learn more about how to participate at an upcoming meeting at novato.org/budget.

Novato City Council meetings
2nd & 4th Tuesday of the month
6:00pm

Finance Advisory Commission
1st Thursday of the month
7:30am

See the 2024–2025 budget and other financial documents at novato.org/budget

Follow Us Online

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 @TweetNovato  City of Novato

Find more information at novato.org



CITY OF NOVATO
CALIFORNIA

Adopted Budget 2024-25

STRATEGIC PLAN



CITY OF NOVATO
CALIFORNIA



CITY OF **NOVATO**

C A L I F O R N I A

STRATEGIC PLAN

JULY 1, 2023 - JUNE 30, 2025





OVERVIEW

This strategic plan is a tool to help our City work together — to focus our energy, to ensure that the Novato Community values the same goals, and to assess and adjust, when necessary, the City’s direction in response to a changing environment. Strategic planning is a disciplined effort to make fundamental decisions that shape and guide the present to our desired future.

When making decisions, everyone needs to keep our shared goals and objectives as the primary focus. The city staff is charged with implementing the Strategic Plan through the work plan items listed under each of the five Goals:

Living Well Together, Great Places, Environmental Stewardship, A City that Works and Economic Vitality.

The Strategic Plan is a two-year plan. It guides both capital and operating budget development. To ensure effective implementation and accountability, the City Council and community will review progress toward objectives quarterly and adjust the work plan and objectives as needed. The Strategic Plan and its updated work plans will be posted on the city website at novato.org/strategicplan.

Please join us in collectively creating an even better future for Novato.





MISSION

Dedicated to quality services, financial strength and sustainability that enriches and supports the quality of life for everyone within our community.

VISION

Novato will be a vibrant, safe, inclusive, and sustainable community with a welcoming atmosphere in which to live, work, shop, play, visit and thrive.





LIVING WELL TOGETHER

Support facilities and design programs and services that create a healthy, caring, and interconnected community that is safe and secure.

OUTCOME

A safe, livable, thriving, informed and involved community where people care for one another, strive to bridge differences and people aim to be active and healthy.

Workplan items

1. Explore zoning solutions to encourage tiny homes and other affordable housing options.

2. Work with service providers and other agencies to coordinate response and solutions to homelessness including transitioning unhoused Novatans into shelter and housing and determining whether to continue the temporary camp at Lee Gerner Park.





GREAT PLACES

Create inviting natural and built places and spaces for contemplation, play, arts, and connection while celebrating our diverse community.

OUTCOME

Great places that encourage community pride and interaction, captivate the imagination, and offer tranquility.

Workplan items

3. Prioritize improvements identified in the Parks Master Plan and develop a strategy and timeline for implementation.
4. Continue to explore options to determine appropriate uses for the Historic Train Depot and parking area.

5. Examine and analyze all City-owned properties with a view toward understanding the optimum way to utilize them for the benefit of the entire community; consider both financial elements plus “greater good” components. Complete a study and needs assessment for best and highest use for each property, evaluate ongoing maintenance costs to determine whether the property is a liability or an asset, and establish the best and highest use of each site.





ENVIRONMENTAL STEWARDSHIP

Preserve, protect, and enhance Novato’s unique environment, now and for future generations, and model best sustainability practices for the community.

OUTCOME

An engaged City that is actively working together to reduce climate impacts and adapt to the local consequences of climate change will reduce greenhouse gas emissions and resource use and increase community awareness of our collective impact on the natural world.

Workplan items

6. Publish a Sustainability Action Dashboard that tracks City and community progress on key success indicators (metrics) on an annual basis.

- 7. Update the City’s Climate Action Plan and identify priority actions to reduce both municipal and community-wide greenhouse gas emissions and explore broadening the Plan to include other environmental issues.
- 8. Explore opportunities to install solar energy systems in the Hamilton Open Space, other City-owned properties, and other opportunities to reduce energy costs and possibly generate revenue.
- 9. Update the City’s purchasing, contracting, and consulting policies, procedures, and ordinances to give a preference to local businesses and those that advance our green policies.



A CITY THAT WORKS

Know, understand, and respond to the community we serve, engage our residents, and provide valued services promptly, professionally and with a passion.

OUTCOME

A respected and valued City organization that is efficient and collaborative, promotes community involvement and is proactive, responsible, transparent, and ethical.

Workplan items

10. Authorize a study of potential outsourcing opportunities that would improve service delivery and reduce short- and long-term costs.
11. Conduct a Citywide staffing study to assess our structure and staffing for the current needs and challenges facing the City while also factoring in the service levels our community desires.

12. Identify a long-term plan and compensation philosophy that addresses labor/salary market conditions to address recruitment and retention issues of City employees.
13. Recognize the City's workforce is our greatest resource for providing the service our community deserves by providing City staff with the tools, resources, coaching and feedback they need to provide the best service possible.
14. As resources become available, develop a targeted plan to address deficiencies and deferred maintenance in our existing parks, recreational facilities and City-owned infrastructure.





ECONOMIC VITALITY

Encourage a healthy economy where businesses flourish and grow to support the City's long-term financial health and preserve crucial City services.

OUTCOME

Become a hub of economic activity and innovation with a focus on high-paying industries, a vibrant downtown, a thriving economic environment, and a fiscally sustainable organization which has the resources needed to provide the services our community desires.

Workplan items

15. Initiate a review and modernize the 2013 Fiscal Sustainability Plan with an emphasis on increasing City revenues, including an interactive model if possible.

16. Address long-term revenue shortfalls: explore a November 2024 ballot initiative to increase sales tax by ¼ cents.
17. Complete Annual Comprehensive Financial Reports (ACFR) for Fiscal Years 2020/21, 2021/22, 2022/23 and 2023/24.
18. Establish Policy on ownership and financial management of Marin Valley Mobile Country Club.
19. Assess economic development needs and develop a strategy toward building a comprehensive, long-term economic development plan.
20. Consider allowing licenses for Commercial Cannabis Storefront Retail.



CITY OF NOVATO
CALIFORNIA

Adopted Budget 2024-25

BUDGET TABLES

**City of Novato
General Fund Budget By Category
Summary**

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 101 General Fund				
Revenue				
400 - Taxes	\$35,516,310	\$38,086,030	\$40,271,470	\$40,747,789
420 - Licenses & Permits	1,068,370	1,737,475	1,173,010	1,206,700
430 - Intergovernmental	538,742	824,321	937,004	915,604
440 - Charges for Services	2,056,810	3,206,224	3,352,427	3,957,866
450 - Fines & Forfeitures	498,200	411,050	399,050	410,050
460 - Use of Money & Property	556,384	462,127	487,902	586,992
490 - Other	3,006,200	6,714,330	119,970	203,856
891 - Operating Transfer In	2,979,000	3,860,730	2,937,039	2,266,701
Revenue Totals	\$46,220,016	\$55,302,287	\$49,677,872	\$50,295,558
Expenditures				
500 - Salaries & Wages	\$23,372,773.00	\$25,108,180.00	\$27,062,296.00	\$27,923,973.00
510 - Employee Benefits	7,200,935	8,111,382	8,176,646	9,516,699
520 - Professional Services	3,727,810	5,719,199	3,786,006	5,680,649
525 - Intergovernmental Services	1,011,104	1,111,185	1,060,815	1,158,428
528 - Training & Travel	232,863	407,876	405,354	422,107
530 - Rentals & Leases	401,759	359,078	487,376	519,300
535 - Repairs & Maintenance	1,388,740	1,578,547	1,662,426	1,643,724
537 - Materials & Supplies	2,399,402	3,058,286	3,224,251	3,192,951
540 - Utilities	1,162,015	1,250,515	1,482,880	1,609,751
570 - Capital Expenses	-	4,850,000	(16,470)	-
690 - Other Expenses	1,657,860	1,440,388	832,612	754,846
991 - Operating Transfers Out	5,406,576	3,913,973	5,885,789	2,126,376
Expenditure Totals	\$47,961,837	\$56,908,609	\$54,049,981	\$54,548,804
Net Grand Totals:	\$ (1,741,821)	\$ (1,606,322)	\$ (4,372,109)	\$ (4,253,246)

**City of Novato
General Fund Budget by Department
Summary**

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 101 General Fund				
Revenue				
Non Departmental	\$41,302,020	\$48,290,894	\$42,854,215	\$42,887,177
Central Administration	37,600	157,900	446,600	407,600
Finance	76,710	83,210	348,301	345,882
Police	1,325,772	1,452,845	1,607,328	1,560,028
Community Development	1,570,800	2,685,550	1,751,600	2,177,702
Public Works	348,765	629,032	308,900	333,900
PRCS	1,558,349	2,002,856	2,360,928	2,583,269
Revenue Totals	\$46,220,016	\$55,302,287	\$49,677,872	\$50,295,558
Expenditures				
Non Departmental	5,156,576	9,047,248	5,635,789	1,676,376
Central Administration	5,842,083	6,600,083	7,093,148	7,742,654
Finance	4,914,116	5,680,793	5,908,803	6,205,442
Police	17,333,027	18,345,257	19,365,169	20,923,754
Community Development	3,887,337	5,121,352	3,719,999	5,153,792
Public Works	8,037,568	8,655,979	8,327,982	9,049,491
PRCS	2,791,130	3,457,897	3,999,091	3,797,295
Expenditure Totals	\$47,961,837	\$56,908,609	\$54,049,981	\$54,548,804
Fund Total: General Fund	\$ (1,741,821)	\$ (1,606,322)	\$ (4,372,109)	\$ (4,253,246)

**Operating Budget
General Fund Transfers-In and Transfers-Out**

Transfers In

From Fund	Fund Description	Amount
Revenue		
227	LAD-San Pablo	\$ 11,700
229	State Gas Tax	1,448,601
237	Park Measure A	300,000
243	NPFA	13,000
245	American Rescue Plan	50,000
701	Hamilton Trust	443,400
Total		\$ 2,266,701

Transfers Out

To Fund	Fund Description	Amount
Expense		
118	Long-Term Maint-Facilities	\$ 144,000
119	Long-Term Maint-Infrastructure	300,000
502	Pension Obligation Bonds	1,682,376
Total		\$ 2,126,376

Capital Budget Transfers-In

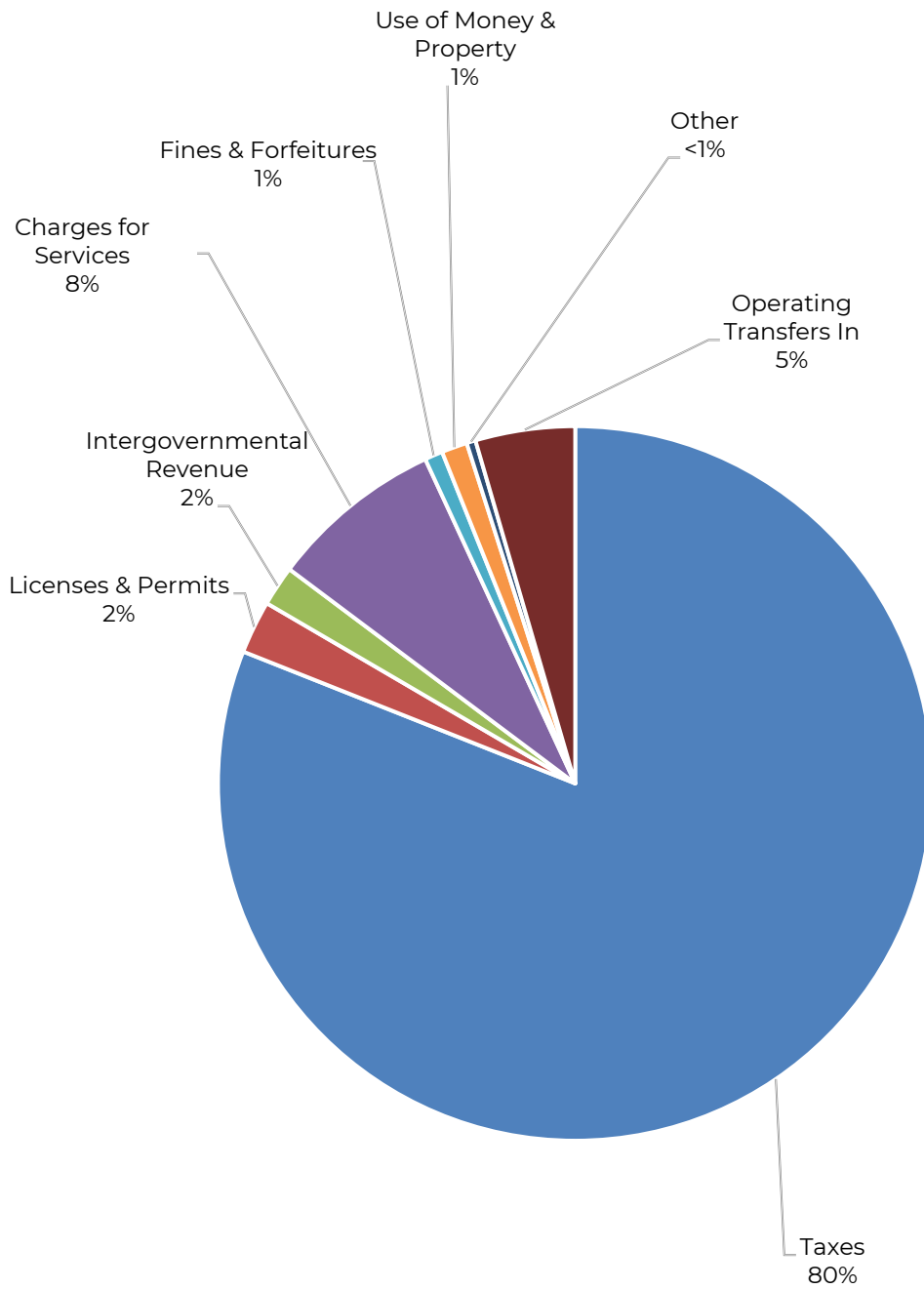
From Fund	Fund Description	Amount
Revenue		
118	Facilities Long-Term Maintenance	\$ 650,000
119	Infrastructure long-Term Maint	450,000
229	Gas Tax	1,624,260
235	Marin County VRF	511,000
236	Street Improvements (Measure A)	1,053,919
237	Parks Measure A	133,448
238	Clean Stormwater Capital Imprv	500,000
239	Street & Storm Drain Maintenance	73,800
240	Restricted Revenue	199,682
241	Development Impact Fees	930,000
245	ARP	770,000
Total		\$ 6,896,109

Projected Fund Balances

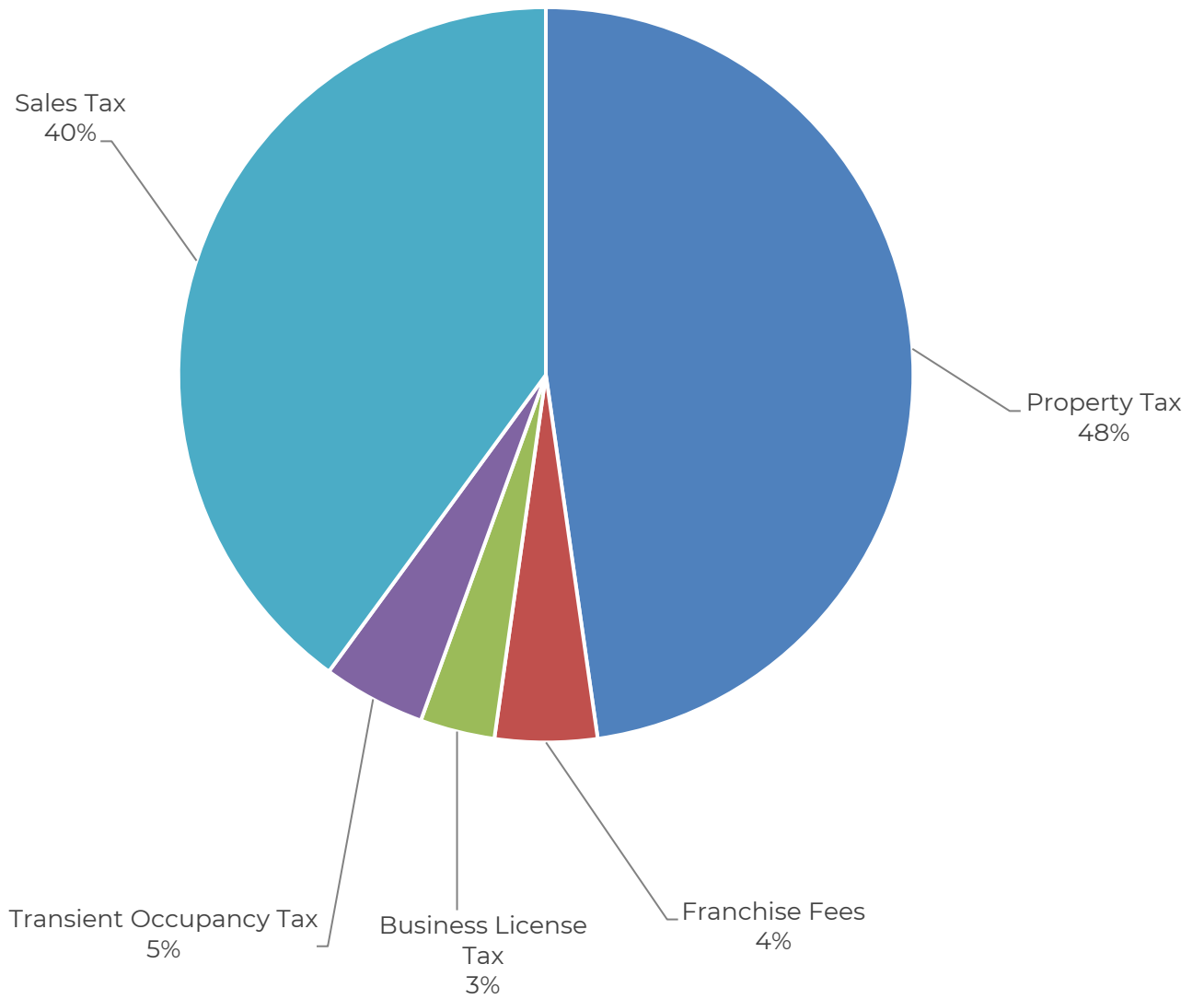
Fund	Projected Fund Balance FY 23/24	Projected Fund Balance FY 24/25
Measure F (111)	156,631	10,305
Pension Reserve (114)	1,557	1,593
Self Insurance Reserve (115)	1,517,692	1,547,363
Emergency Disaster & Recovery Reserve (116)	8,754,008	4,700,762
Civic Center (117)	3,908	3,908
Long Term Maintenance Facilities (118)	829,396	717,719
Long Term Maintenance Infrastructure (119)	293,958	306,776
Deposits in Trust (120)	-	-
Housing Fund (210)	857,754	TBD
Stormwater (211)	234,493	71,693
Underground Utilities (212)	817,626	841,226
Parking Improvement (213)	(4,097)	(4,141)
Quimby (214)	87,650	138,990
Art in Public Places (215)	316,954	324,955
General Plan Surcharge (216)	572,308	712,052
Automation Surcharge (217)	69,280	TBD
Novato Arts Center (220)	1,883,883	2,102,036
Chapter 27 Assessments (221)	270,826	277,098
San Marin LAD (222)	61,611	40,440
Country Club LAD (223)	78,107	79,897
Wildwood Glen LAD (224)	5,087	4,590
Hillside LAD (225)	32,906	37,146
Light & LAD Downtown (226)	147,305	156,974
San Pablo (227)	78,031	78,024
Scottsdale Assessment District (228)	11,290	11,549
Gas Tax (229)	334,904	182,013
Operating Grants (233)	13,061	35,210
TAM Measure B (235)	66,514	226,514
Streets Measure A (236)	177,338	281,955
Parks Measure A (237)	1,108,370	1,185,670
Clean Stormwater (CIP) (238)	511,802	39,737
Street & Storm Drain (239)	294,504	300,262
Restricted Revenue (240)	81,084	81,084
PEG (246)	126,052	126,716
Equipment Replacement (602)	2,107,303	1,865,454
Technology Equipment (603)	234,798	TBD

City of Novato Debt Payments FY 24/25				
	Description	Amount	Maturity	Additional Information
1	Corp Yard Purchase Loan from Equipment Replacement	311,000	2042	Loan for Purchase of 501 Davidson – Loan to Self
2	Pension Obligation Bonds 2006 A1	1,721,947	2035	Bond - Pension Liability
3	Pension Obligation Bonds A2	-	2035	Bond - Pension Liability
4	SMART Lease Lease Back	155,950	2037	Smart Station Project - Loan to Self
5	2002-1 Pointe Marin Funding Series 2020	624,400	2032	Reimbursed thru Property Tax Assessment
6	2013 General Obligation Refunding	339,749	2025	Bond Financing Infrastructure Improvements (streets, storm drains, sidewalks)
7	2014 Hamilton CFD	1,405,824	2025	Reimbursed thru Property Tax Assessment
8	2014 Pacheco Valle	32,007	2029	Reimbursed thru Property Tax Assessment
9	2014 Vintage Oaks CFD	1,594,554	2026	Reimbursed thru Property Tax Assessment
10	2019 Series A and B TARB	2,123,505	2040	Redevelopment – Reimbursed thru State of CA
11	2020 General Obligation Bonds	334,213	2027	Bond Financing Infrastructure Improvements (streets, storm drains, sidewalks)
12	MVMCC	651,172	2027	Reimbursed thru MVMCC Receipts
13	NBCC Lease Lease Back	98,769	2053	Reimbursed thru NBCC (Loan for Facility Project)
14	RDA Project Fund Loan to RDA Housing Fund	505,000	2049	Redevelopment – Reimbursed thru State of CA
	Total Payable FY24/25	\$9,898,090		
Blue = General Fund Total Payable FY24/25 = \$1,878,208				

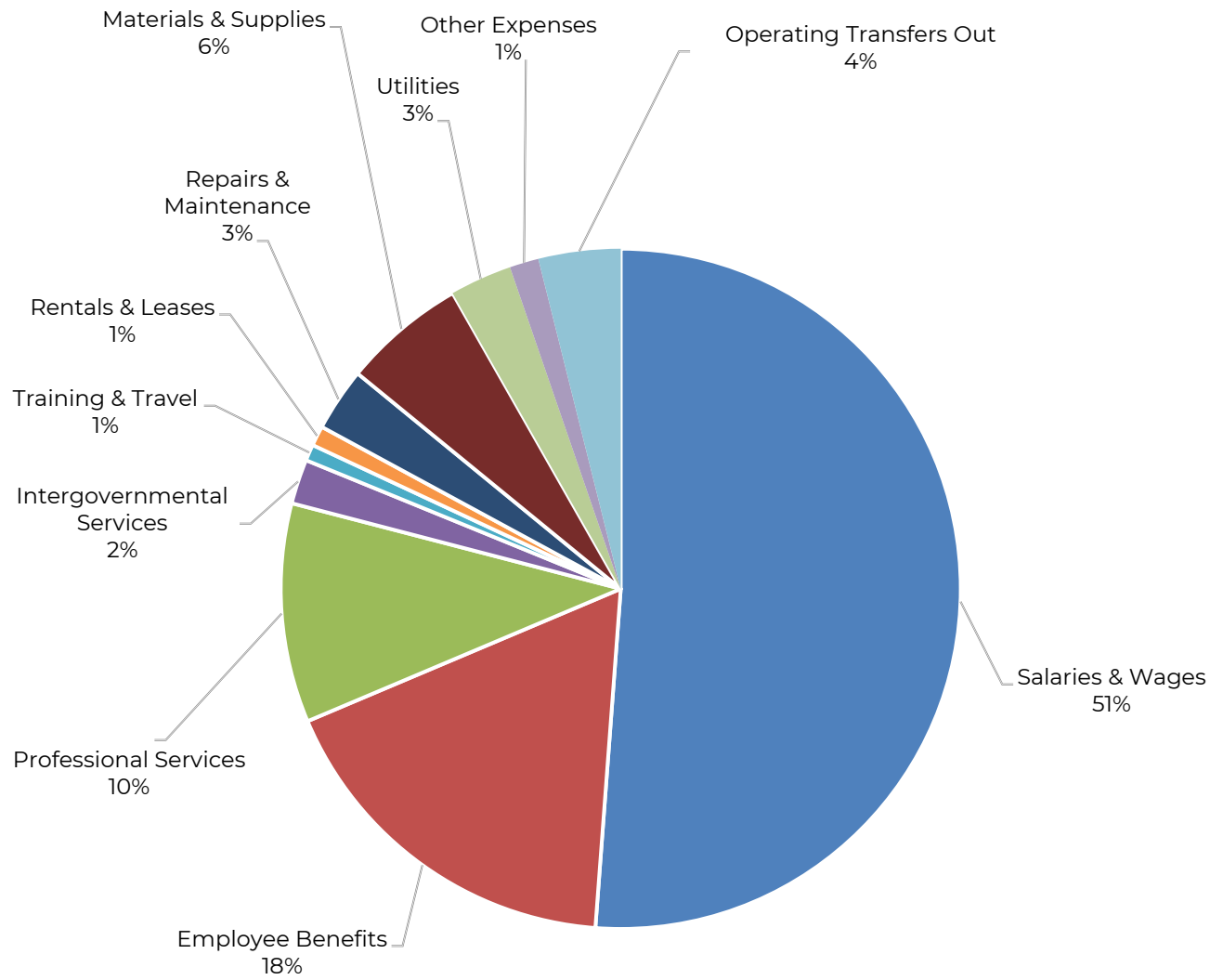
General Fund Revenue By Category



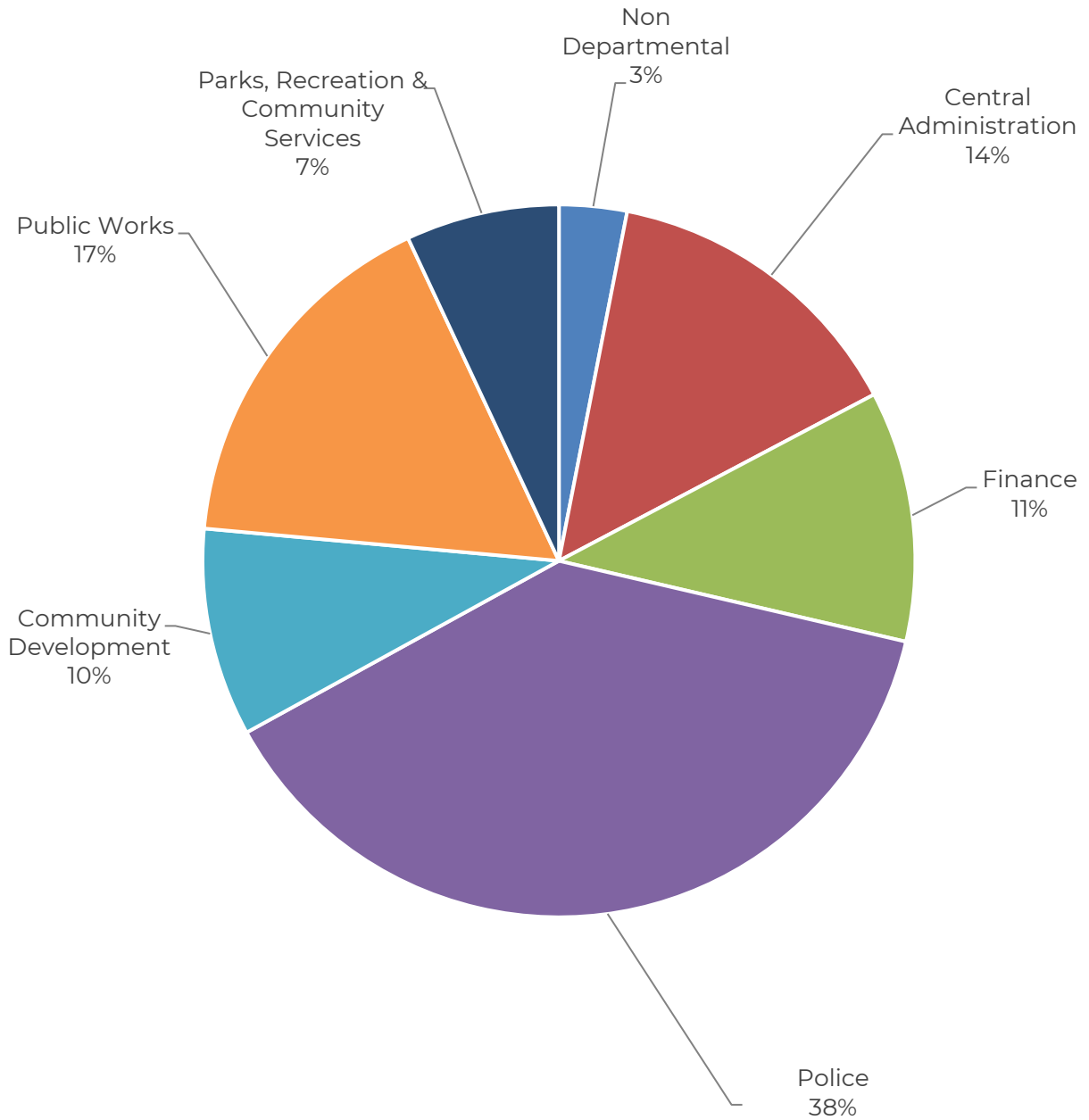
Tax Revenue by Type



General Fund Expense by Category



General Fund Expense by Department

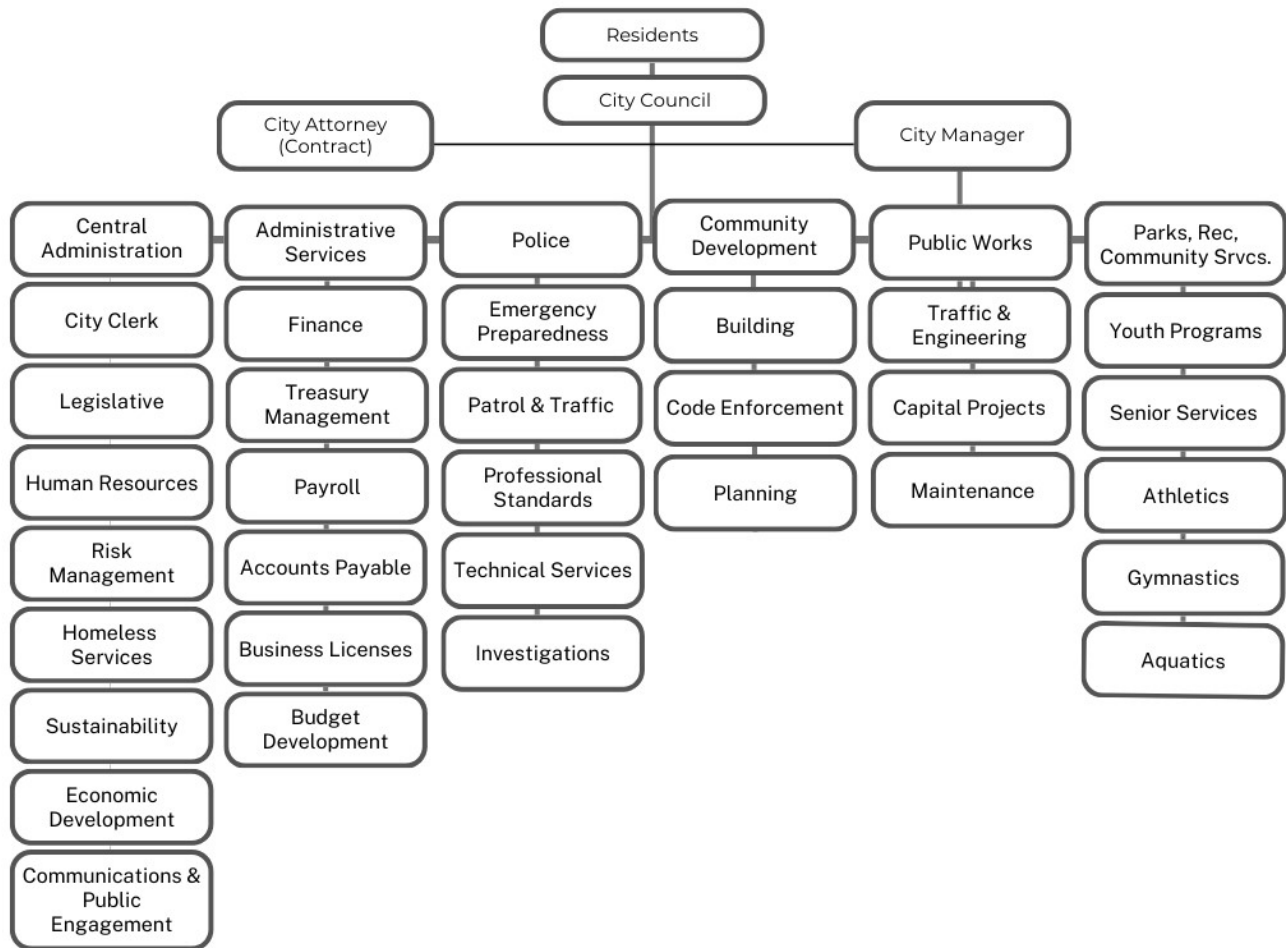


Adopted Budget 2024-25

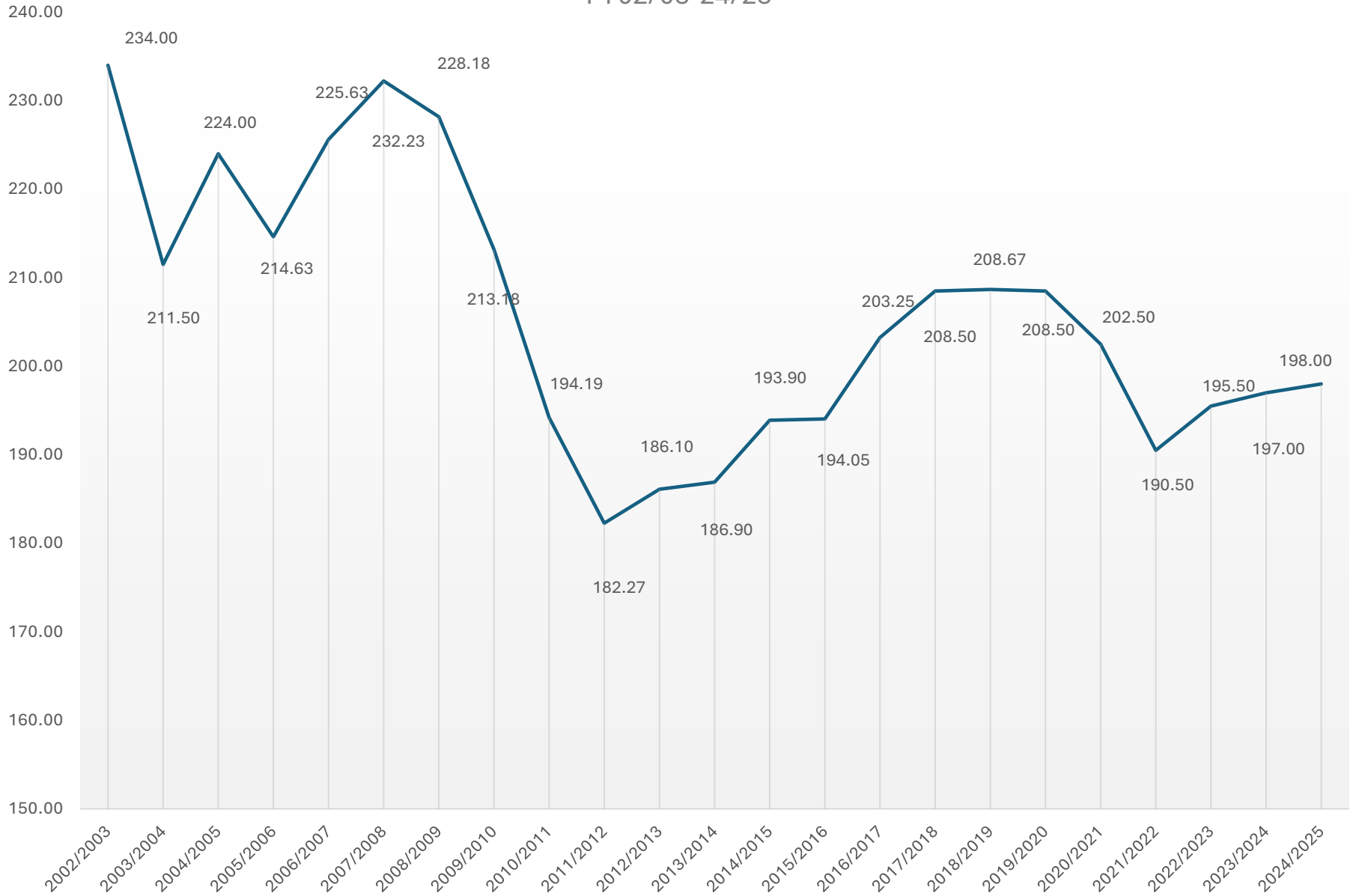
PERSONNEL ALLOCATIONS



Functional Organization Chart



Personnel Allocation History FY02/03-24/25



Personnel Allocation

	Amended Budget	Amended Budget	Amended Budget	Adopted Budget	Adopted Change
<u>DEPARTMENT SUMMARY</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2024/25</u>
CENTRAL ADMINISTRATION	15.80	15.00	16.00	16.00	0.00
ADMINISTRATIVE SERVICES	9.00	15.00	16.00	16.00	0.00
POLICE	78.50	78.50	79.00	78.00	-1.00
COMMUNITY DEVELOPMENT	21.00	20.00	22.50	24.50	2.00
PUBLIC WORKS	51.00	49.00	45.00	45.00	0.00
PARKS, RECREATION & COMMUNITY SERVICE	16.20	18.00	18.50	18.50	0.00
TOTAL	191.50	195.50	197.00	198.00	1.00

<u>DEPARTMENT</u>	Amended Budget	Amended Budget	Amended Budget	Amended Budget	Proposed Changes
<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2024/25</u>
<u>CENTRAL ADMINISTRATION</u>					
City Manager					
City Manager	1.00	1.00	1.00	1.00	0.00
Executive Secretary	0.00	0.00	0.00	0.00	0.00
Subtotal	1.00	1.00	1.00	1.00	0.00
Public Engagement/Economic Development					
Assistant City Manager	0.35	0.65	0.65	0.65	0.00
Principal Mgmt Analyst / Economic Dev	0.00	1.00	1.00	1.00	0.00
Principal Mgmt Analyst / Webmaster	0.00	1.00	1.00	1.00	0.00
Sr. Management Analyst / Webmaster	1.00	0.00	0.00	0.00	0.00
Management Analyst II / Webmaster	0.00	0.00	0.00	0.00	0.00
Management Analyst I / II	0.50	1.00	1.00	1.00	0.00
Sustainability Coordinator I / II	0.00	1.00	1.00	1.00	0.00
Sr Office Assistant	1.00	1.00	1.00	1.00	0.00
Homeless Outreach Specialist	0.00	1.00	1.00	1.00	0.00
Subtotal	2.85	6.65	6.65	6.65	0.00
City Clerk					
City Clerk	1.00	1.00	1.00	1.00	0.00
Executive Secretary	0.00	0.00	0.00	0.00	0.00
Assistant City Clerk	1.00	1.00	1.00	1.00	0.00
Senior Office Assistant	0.00	0.00	1.00	1.00	0.00
Subtotal	2.00	2.00	3.00	3.00	0.00

Personnel Allocation

	Amended Budget	Amended Budget	Amended Budget	Adopted Budget	Adopted Change
<u>DEPARTMENT SUMMARY</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2024/25</u>
Human Resources					
Assistant City Manager	0.35	0.35	0.35	0.35	0.00
Human Resources Manager	1.00	1.00	1.00	1.00	0.00
Human Resources Analyst	1.00	1.00	1.00	1.00	0.00
Principal HR Analyst	0.00	0.00	0.00	0.00	0.00
Human Resources Assistant	1.00	1.00	1.00	1.00	0.00
Management Analyst I / II	0.50	1.00	1.00	1.00	0.00
Sr. Office Assistant	1.00	1.00	1.00	1.00	0.00
Subtotal	4.85	5.35	5.35	5.35	0.00
Information Technology Services					
Assistant City Manager	0.10	0.00	0.00	0.00	0.00
Information Technology Manager	1.00	0.00	0.00	0.00	0.00
Senior IT Analyst	1.00	0.00	0.00	0.00	0.00
Network & Systems Administrator	1.00	0.00	0.00	0.00	0.00
Information Technology Technician	2.00	0.00	0.00	0.00	0.00
Subtotal	5.10	0.00	0.00	0.00	0.00
<u>TOTAL ADMINISTRATION</u>					
<u>(Central Administration)</u>					
	15.80	15.00	16.00	16.00	0.00
<u>ADMINISTRATIVE SERVICES</u>					
Administration					
Deputy City Manager	0.00	0.00	0.90	0.90	0.00
Administrative Services Director	0.00	0.90	0.00	0.00	0.00
Subtotal	0.00	0.90	0.90	0.90	0.00
Finance					
Finance Director	0.90	0.00	0.90	0.90	0.00
Deputy Administrative Services Director	0.00	1.00	0.00	0.00	0.00
Deputy Finance Director	1.00	0.00	1.00	1.00	0.00
Finance Manager	0.00	0.00	0.00	0.00	0.00
Accounting Supervisor	0.00	0.00	0.00	0.00	0.00
Accounting Assistant I / II	1.00	1.00	1.00	1.00	0.00
Senior Accounting Assistant	1.00	1.00	1.00	1.00	0.00
Payroll / Accounting Technician	1.00	1.00	1.00	1.00	0.00
Accountant / Analyst	0.00	1.00	0.90	0.90	0.00
Accountant I / II	2.00	1.00	1.00	1.00	0.00
Senior Accountant	0.90	0.90	1.00	1.00	0.00
Management Analyst I / II	0.00	0.00	1.00	1.00	0.00
Senior Management Analyst	0.00	1.00	0.00	0.00	0.00
Principal Analyst	1.00	1.00	1.00	1.00	0.00
Subtotal	8.80	8.90	9.80	9.80	0.00

Personnel Allocation

	Amended Budget	Amended Budget	Amended Budget	Adopted Budget	Adopted Change
<u>DEPARTMENT SUMMARY</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2024/25</u>
RDA Successor Agency					
Deputy City Manager	0.00	0.00	0.10	0.10	0.00
Accountant / Analyst	0.00	0.00	0.10	0.10	0.00
Administrative Services Director	0.00	0.10	0.00	0.00	0.00
Finance Director	0.10	0.00	0.10	0.10	0.00
Accounting Supervisor	0.00	0.00	0.00	0.00	0.00
Senior Accountant	0.10	0.10	0.00	0.00	0.00
Subtotal	0.20	0.20	0.30	0.30	0.00
Information Technology Services					
Information Technology Manager	0.00	1.00	1.00	1.00	0.00
Senior IT Analyst	0.00	1.00	1.00	1.00	0.00
Network & Systems Administrator	0.00	1.00	1.00	1.00	0.00
GIS/Engineering Technician	0.00	0.00	0.00	0.00	0.00
Information Technology Technician	0.00	2.00	2.00	2.00	0.00
Subtotal	0.00	5.00	5.00	5.00	0.00
TOTAL ADMINISTRATIVE SERVICES	9.00	15.00	16.00	16.00	0.00
<u>POLICE</u>					
Administration					
Police Chief	1.00	1.00	1.00	1.00	0.00
Captain	2.00	2.00	2.00	2.00	0.00
Lieutenant	0.00	0.00	0.00	0.00	0.00
Executive Assistant	1.00	1.00	1.00	1.00	0.00
Community Services Officer	1.00	0.00	0.00	0.00	0.00
Management Analyst I/II	0.00	1.00	1.00	1.00	0.00
Subtotal	5.00	5.00	5.00	5.00	0.00
Technical Services					
Evidence Technician	1.00	1.00	1.00	1.00	0.00
Dispatch Supervisor	1.00	1.00	0.00	0.00	0.00
Technical Services Supervisor	0.00	0.00	1.00	1.00	0.00
Sr. Dispatcher	2.00	2.00	2.00	2.00	0.00
Dispatcher	7.00	7.00	7.00	7.00	0.00
Records Supervisor	1.00	1.00	0.00	0.00	0.00
Records Specialist	2.00	2.00	2.00	2.00	0.00
Subtotal	14.00	14.00	13.00	13.00	0.00
Professional Standards					
Sergeant	1.00	1.00	1.00	1.00	0.00
Management Analyst I / II	1.00	1.00	1.00	1.00	0.00
Office Assistant I / II	0.50	0.00	0.00	0.00	0.00
Community Services Officer	0.00	1.00	1.00	1.00	0.00
Subtotal	2.50	3.00	3.00	3.00	0.00

Personnel Allocation

	Amended Budget	Amended Budget	Amended Budget	Adopted Budget	Adopted Change
<u>DEPARTMENT SUMMARY</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2024/25</u>
Criminal Investigations					
Lieutenant	1.00	1.00	1.00	1.00	0.00
Sergeant	1.00	1.00	1.00	1.00	0.00
Officer	4.00	4.00	4.00	4.00	0.00
Subtotal	6.00	6.00	6.00	6.00	0.00
Patrol Administration & Operations					
Lieutenant	2.00	2.00	2.00	2.00	0.00
Sergeant	5.00	5.00	5.00	5.00	0.00
Corporal	4.00	4.00	4.00	4.00	0.00
Officer	26.00	26.00	27.00	27.00	0.00
K-9 Officer	3.00	3.00	3.00	3.00	0.00
Subtotal	40.00	40.00	41.00	41.00	0.00
Traffic					
Sergeant	1.00	1.00	1.00	1.00	0.00
Officer	3.00	3.00	3.00	3.00	0.00
Community Services Officer	1.00	0.50	1.00	1.00	0.00
Subtotal	5.00	4.50	5.00	5.00	0.00
Special Police Services					
Officer-Major Crimes Task Force	0.00	0.00	0.00	0.00	0.00
Officer-COPE Funded	1.00	1.00	1.00	1.00	0.00
Sergeant-NRT	1.00	1.00	1.00	1.00	0.00
Officer-NRT	2.00	2.00	2.00	2.00	0.00
Officer-SRO	2.00	2.00	2.00	1.00	-1.00
Subtotal	6.00	6.00	6.00	5.00	-1.00
TOTAL POLICE	78.50	78.50	79.00	78.00	-1.00
<u>COMMUNITY DEVELOPMENT</u>					
Administration					
Community Development Director	0.78	0.78	0.78	0.78	0.00
Management Analyst I/II	0.00	0.00	1.00	1.00	0.00
Senior Management Analyst	1.00	0.00	0.00	0.00	0.00
Principal Management Analyst	0.00	0.00	0.00	0.00	0.00
Subtotal	1.78	0.78	1.78	1.78	0.00
Code Enforcement					
Supervising Code Enforcement Officer	1.00	1.00	1.00	1.00	0.00
Code Enforcement Officer	1.00	1.00	1.50	1.50	0.00
Code Enforcement Officer / Housing Inspector	1.00	0.00	0.00	0.00	0.00
Subtotal	3.00	2.00	2.50	2.50	0.00

Personnel Allocation

	Amended Budget	Amended Budget	Amended Budget	Adopted Budget	Adopted Change
<u>DEPARTMENT SUMMARY</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2024/25</u>
Planning					
Community Development Director	0.20	0.20	0.20	0.20	0.00
Deputy Community Development Director	0.00	0.00	1.00	1.00	0.00
Planning/Environmental Svcs Manager	1.00	1.00	0.00	0.00	0.00
Principal Planner	1.00	1.00	1.00	1.00	0.00
Senior Planner	1.00	2.00	3.00	3.00	0.00
Planner I / II	2.00	2.00	1.00	2.00	1.00
Planning Technician	0.00	1.00	0.00	0.00	0.00
Senior Office Assistant	0.00	0.00	1.00	1.00	0.00
Subtotal	6.20	7.20	7.20	8.20	1.00
Permit Center					
Development Permit Supervisor	0.50	0.00	0.50	0.50	0.00
Building Plans Examiner I / II	0.00	0.50	0.00	0.00	0.00
Permit Technician	1.00	2.00	3.00	3.00	0.00
Senior Office Assistant	1.00	2.00	1.00	1.00	0.00
Office Assistant II	2.00	0.00	0.00	0.00	0.00
Subtotal	4.50	4.50	4.50	4.50	0.00
Building					
Chief Building Official	1.00	1.00	1.00	1.00	0.00
Plan Check Engineer	0.00	0.00	0.00	1.00	1.00
Building Plans Examiner I / II	1.00	1.00	1.00	1.00	0.00
Senior Building Inspector	1.00	1.00	2.00	2.00	0.00
Building Inspector I / II	2.00	2.00	2.00	2.00	0.00
Subtotal	5.00	5.00	6.00	7.00	1.00
Affordable Housing Programs					
Community Development Director	0.02	0.02	0.02	0.02	0.00
Senior Planner	0.00	0.00	0.00	0.00	0.00
Subtotal	0.02	0.02	0.02	0.02	0.00
Automation Surcharge					
Development Permit Supervisor	0.50	0.50	0.50	0.50	0.00
Subtotal	0.50	0.50	0.50	0.50	0.00
TOTAL COMMUNITY DEVELOPMENT	21.00	20.00	22.50	24.50	2.00

Personnel Allocation

	Amended Budget	Amended Budget	Amended Budget	Adopted Budget	Adopted Change
<u>DEPARTMENT SUMMARY</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2024/25</u>
<u>PUBLIC WORKS</u>					
Engineering Administration					
Public Works Director	0.85	0.85	0.85	0.85	0.00
PW Administrative Manager	0.75	0.00	0.00	0.00	0.00
Principal Management Analyst	0.00	1.00	1.00	1.00	0.00
Engineering Project Coordinator	0.00	0.00	0.00	0.00	0.00
Management Analyst II	0.00	0.00	0.00	0.00	0.00
Senior Management Analyst	1.00	0.00	0.00	0.00	0.00
Sustainability Coordinator I / II	1.00	0.00	0.00	0.00	0.00
Senior Office Assistant	0.20	0.20	0.20	0.20	0.00
Subtotal	3.80	2.05	2.05	2.05	0.00
Engineering Operations					
Engineering Services Manager	0.30	0.30	0.30	0.30	0.00
PW Administrative Manager	0.25	0.00	0.00	0.00	0.00
Principal Management Analyst	0.00	0.00	0.00	0.00	0.00
Senior Civil Engineer	0.40	0.40	0.40	0.40	0.00
Associate Engineer	0.00	0.20	0.20	0.20	0.00
Assistant Engineer	0.50	0.30	0.30	0.30	0.00
Public Works Inspector	1.00	1.00	1.00	1.00	0.00
Engineering Project Coordinator	1.00	1.00	1.00	1.00	0.00
Senior Office Assistant	0.80	0.80	0.80	0.80	0.00
Subtotal	4.25	4.00	4.00	4.00	0.00
Project Development					
Public Works Director	0.15	0.15	0.15	0.15	0.00
Engineering Services Manager	0.10	0.10	0.10	0.10	0.00
Assistant Engineer	0.20	0.20	0.20	0.20	0.00
Subtotal	0.45	0.45	0.45	0.45	0.00
Capital Projects Engineering					
Deputy PW Director / City Engineer	0.00	0.00	0.00	0.00	0.00
Engineering Services Manager	0.60	0.60	0.60	0.60	0.00
Senior Civil Engineer	0.60	0.60	0.60	0.60	0.00
Associate Engineer	0.00	1.80	1.80	1.80	0.00
Assistant Engineer	2.30	0.50	0.50	0.50	0.00
Engineering Project Coordinator	0.00	0.00	0.00	0.00	0.00
Subtotal	3.50	3.50	3.50	3.50	0.00
Maintenance Administration					
Maintenance Superintendent	1.00	1.00	1.00	1.00	0.00
Management Analyst I / II	1.00	1.00	1.00	1.00	0.00
Senior Office Assistant	0.00	1.00	1.00	1.00	0.00
Office Assistant I / II	1.00	0.00	0.00	0.00	0.00
Subtotal	3.00	3.00	3.00	3.00	0.00

Personnel Allocation

	Amended Budget	Amended Budget	Amended Budget	Adopted Budget	Adopted Change
<u>DEPARTMENT SUMMARY</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2024/25</u>
Street Maintenance					
Maintenance Supervisor	0.68	0.68	0.68	0.68	0.00
Senior Maintenance Worker	4.00	4.00	4.00	4.00	0.00
Maintenance Worker	3.00	3.00	3.00	3.00	0.00
Subtotal	7.68	7.68	7.68	7.68	0.00
Traffic Operations					
Maintenance Supervisor	0.25	0.25	0.25	0.25	0.00
Senior Maintenance Worker	1.00	1.00	1.00	1.00	0.00
Maintenance Worker	1.00	1.00	1.00	1.00	0.00
Subtotal	2.25	2.25	2.25	2.25	0.00
Median Island Maintenance					
Maintenance Supervisor	0.30	0.30	0.30	0.30	0.00
Senior Maintenance Worker	1.00	1.00	1.00	1.00	0.00
Maintenance Worker	3.00	3.00	3.00	3.00	0.00
Subtotal	4.30	4.30	4.30	4.30	0.00
Parks Maintenance					
Maintenance Supervisor	0.70	0.70	0.70	0.70	0.00
Senior Maintenance Worker	2.00	2.00	2.00	2.00	0.00
Maintenance Worker	4.00	4.00	4.00	4.00	0.00
Subtotal	6.70	6.70	6.70	6.70	0.00
Building Maintenance					
Building Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
Facilities Maintenance Lead	1.00	1.00	1.00	1.00	0.00
Senior Custodian	0.00	0.00	0.00	0.00	0.00
Custodian	5.00	5.00	3.00	3.00	0.00
Subtotal	7.00	7.00	5.00	5.00	0.00
Hamilton Community Facilities					
Maintenance Supervisor	0.07	0.07	0.07	0.07	0.00
Maintenance Worker	3.00	3.00	1.00	1.00	0.00
Subtotal	3.07	3.07	1.07	1.07	0.00
Pointe Marin Community Facilities					
Maintenance Worker	2.00	2.00	2.00	2.00	0.00
Subtotal	2.00	2.00	2.00	2.00	0.00
Equipment/Vehicle Maintenance					
Equipment Technician Supervisor	1.00	1.00	1.00	1.00	0.00
Senior Equipment Technician	1.00	1.00	1.00	1.00	0.00
Equipment Technician	1.00	1.00	1.00	1.00	0.00
Subtotal	3.00	3.00	3.00	3.00	0.00
TOTAL PUBLIC WORKS	51.00	49.00	45.00	45.00	0.00

Personnel Allocation

	Amended Budget	Amended Budget	Amended Budget	Adopted Budget	Adopted Change
<u>DEPARTMENT SUMMARY</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2024/25</u>
<u>PARKS, RECREATION & COMMUNITY SERVICES</u>					
Administration					
Parks, Rec. & Community Svcs Director	0.00	1.00	1.00	1.00	0.00
Assistant City Manager	0.20	0.00	0.00	0.00	0.00
Deputy Director	0.20	0.00	0.00	0.00	0.00
Recreation Division Manager	0.00	0.00	1.00	1.00	0.00
Senior Management Analyst	1.00	1.00	0.00	0.00	0.00
Management Analyst I / II	0.00	0.00	0.00	0.00	0.00
Recreation Supervisor	0.21	0.00	0.00	0.00	0.00
Recreation Coordinator	1.00	1.00	1.00	1.00	0.00
Senior Office Assistant	1.00	1.00	1.00	1.00	0.00
Subtotal	3.61	4.00	4.00	4.00	0.00
Youth Enrichment Programs					
Deputy Director	0.20	0.00	0.00	0.00	0.00
Management Analyst I	0.00	0.00	0.00	0.00	0.00
Recreation Supervisor	0.90	1.00	1.00	1.00	0.00
Recreation Coordinator	0.00	0.00	0.00	0.00	0.00
Senior Office Assistant	0.10	0.00	0.00	0.00	0.00
Child Care Teacher	0.00	0.00	0.00	0.00	0.00
Subtotal	1.20	1.00	1.00	1.00	0.00
Senior Programs					
Recreation & Operations Manager	0.00	0.00	0.00	0.00	0.00
Recreation Supervisor	0.95	1.00	1.00	1.00	0.00
Recreation Coordinator	0.00	0.00	0.00	0.00	0.00
Senior Office Assistant	0.90	1.00	1.00	1.00	0.00
Subtotal	1.85	2.00	2.00	2.00	0.00

Personnel Allocation

	Amended Budget	Amended Budget	Amended Budget	Adopted Budget	Adopted Change
<u>DEPARTMENT SUMMARY</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2024/25</u>
Athletics					
Deputy Director	0.60	0.00	0.00	0.00	0.00
Recreation Division Manager	0.00	0.00	1.00	1.00	0.00
Recreation Supervisor	2.94	2.00	1.00	1.00	0.00
Recreation Coordinator	1.00	2.00	2.00	2.00	0.00
Gymnastics Instructor	4.25	4.25	4.75	4.75	0.00
Senior Office Assistant	0.75	0.75	0.75	0.75	0.00
Office Assistant II	0.00	0.00	0.00	0.00	0.00
Subtotal	9.54	9.00	9.50	9.50	0.00
Aquatics					
Recreation Supervisor	0.00	1.00	1.00	1.00	0.00
Recreation Coordinator	0.00	1.00	1.00	1.00	0.00
Subtotal	0.00	2.00	2.00	2.00	0.00
Parks Measure A					
Recreation Coordinator	0.00	0.00	0.00	0.00	0.00
Subtotal	0.00	0.00	0.00	0.00	0.00
TOTAL PARKS, RECREATION & COMMUNITY SERVICES	16.20	18.00	18.50	18.50	0.00
GRAND TOTAL PERSONNEL	191.50	195.50	197.00	198.00	1.00

OPERATING BUDGETS BY DEPARTMENT

Central Administration

Central Administration provides overall leadership to City departments and implements and communicates the policy direction of the City Council through several management, legal and administrative functions. Central Administration provides the tools needed by other City departments to deliver efficient and effective services and engagement with the community.

Department Mission Statement

The mission of Central Administration is to facilitate the relationship between local government and the residents. Each individual in the Department is dedicated to transparency, equity and inclusion and the ongoing improvement of services offered to the Novato community.

Department Programs

Mayor and City Council

The City Council establishes overall goals and objectives for the City through the adoption of policies and the City Council Strategic Plan, and by setting priorities for the development and implementation of programs and services.

City Manager's Office

The City Manager and staff provide overall administrative leadership and manage the processes that lead to the implementation of the City Council's goals and objectives. The City Manager oversees day-to-day operations of the City's departments, programs and services, and communicates policies from the City Council. The City Manager has the duty and responsibility to uphold the City of Novato's mission to provide excellent services that enrich the quality of life within the community and promote the City's core values including equity and fairness, honesty, integrity and ethical behavior, and respect for all.

City Clerk

The City Clerk serves as the liaison between the public and the City Council and ensures transparency and open government. The City Clerk coordinates appointments to the City's commissions, committees and boards and acts as a compliance officer for federal, state, and local statutes including the Political Reform Act, the Brown Act, and the Public Records Act. The office of the City Clerk, along with the City Manager, oversees the coordination of the City Council's agenda and related documents, completes the necessary arrangements for accessible and effective meetings and ensures that all actions of the City Council are properly executed, recorded, and archived.

City Attorney

The City contracts with Colantuono, Highsmith & Whatley, PC for legal services. In addition to having a partner specifically designated as City Attorney for routine legal services, the firm has attorneys specializing in various areas of municipal law who are utilized on an as-needed basis. Legal services include review and approval of contracts and related documents, counsel on development projects and issues, advice on questions of law and procedure, litigation management, prosecution of certain provisions of the Novato Municipal Code, written opinions on

City-related matters, and representation of all City officers and officials in actions brought against them while performing their official City functions.

Communications and Community Engagement

The Communications and Community Engagement program plans and coordinates efforts to meaningfully engage and effectively communicate with the community. The Division works to improve public access to timely, accurate, and helpful information about the City and its services; provides a variety of easy and meaningful ways to engage with the City; and promotes transparency in the City’s decision-making process and outcomes of key issues affecting the Novato community.

Human Resources and Risk Management

The Human Resources Division is responsible for human resource services including employee and labor relations, recruitment and selection, classification and compensation, benefits administration, workers’ compensation, employee recognition, training and development, administration of personnel rules and regulations, policies and procedures, and compliance with federal and state employment laws. Risk Management functions include administration of multiple risk programs and participation in the Bay Cities Joint Powers Insurance Authority Risk Pool to reduce the City’s exposure to losses resulting from workers’ compensation and liability claims.

Sustainability Program

The Sustainability Program focuses on implementation of the City’s climate action goals and programs, including energy and water efficiency, waste reduction, emission-free vehicles and infrastructure, and vehicular trip reduction. Program staff support the work program of the Sustainability Commission including community engagement, education, and outreach initiatives, as well as greenhouse gas emissions reduction priorities and policy recommendations. Staff also support community-based, volunteer-led environmental activities.

Economic Development

The Economic Development Division is responsible for promoting the economic vitality and sustainability of the whole community. The division works to achieve this through various initiatives and programs designed to attract and retain businesses, create jobs, and stimulate investment in the local economy. This includes the Commercial Cannabis Program and Short-Term Rental Program, which are implemented through collaboration with the City’s Economic Development Advisory Commission, various other City departments, stakeholders, and residents, in support of the business community.

Homeless Services

The Homeless Services Division manages the City’s response to homelessness, develops best-practice-oriented public policy, and coordinates homeless outreach efforts. The division supports individuals and families experiencing homelessness to achieve stability, security, and self-sufficiency. It does this by working collaboratively with our partners, including the City’s Housing and Homeless Committee, local service providers, and government agencies to address the root causes of homelessness and to implement sustainable solutions.

Department Goals

- Support the FY 23-25 Strategic Plan.
- Implement a digital communications platform to streamline and enhance external communications and improve internal workflow.

- Create a performance review program that is more efficient, effective and helpful for employee support and growth and simpler for managers to complete.
- Collect economic development data to inform business support policies and create an economic development work plan.
- Finalize the City’s Climate Action Plan and present to the City Council for adoption.
- Implement organization-wide Document Management systems to streamline processes and increase access and retrieval of imaged documents for City Employees and members of the public.

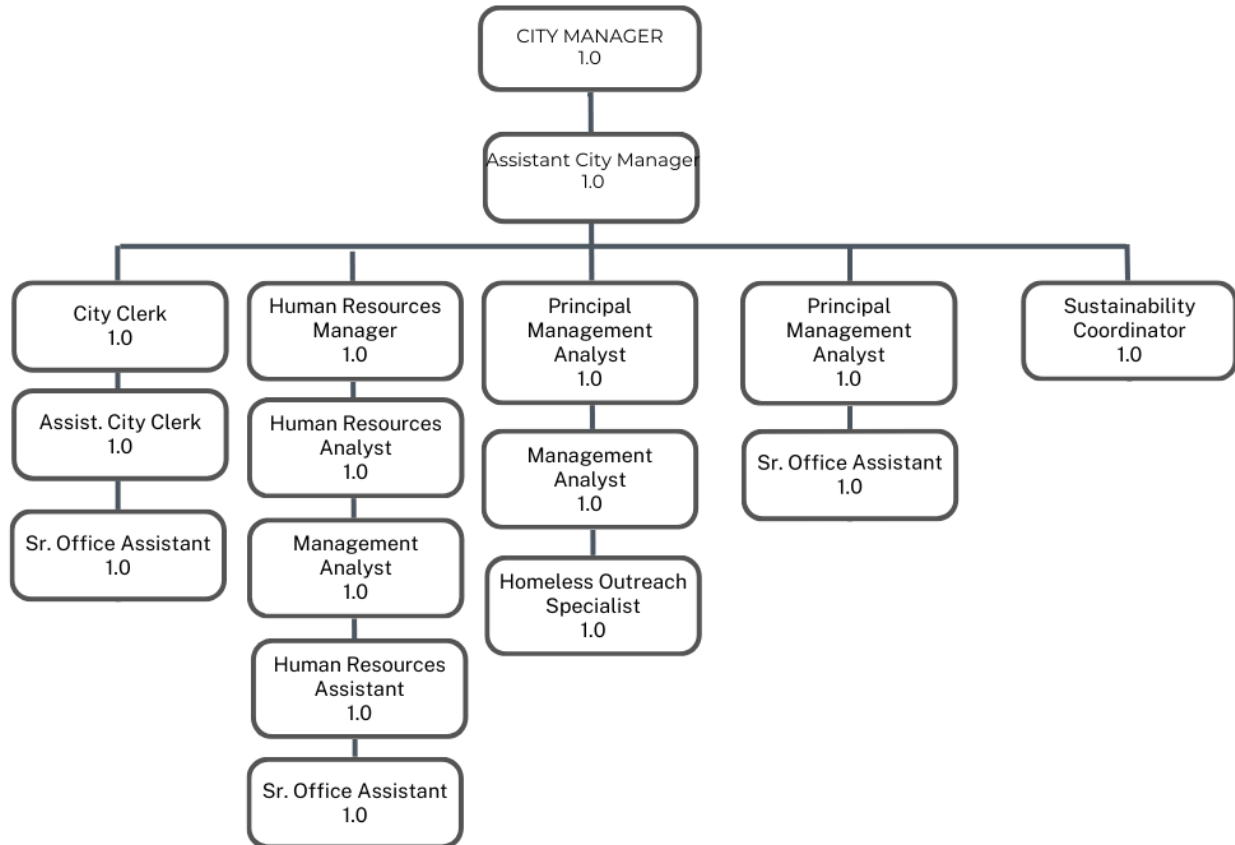
Budget Highlights

- Increased funding to continue implementation of Records Management Solution in the City Clerk’s Office to enhance customer service and transparency.
- Includes state and county funding to increase outreach to those experiencing homelessness.
- Increased funding in the City Clerk’s Office for election costs.
- Increased funding in Human Resources Division to accommodate labor negotiation’s costs.
- Parking Study included in Economic Development’s budget increasing professional services budget.
- Negotiated cost of living adjustment of 3.5% increased budget in salaries and benefits throughout the City.

Department Staffing

Staffing	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
City Manager	1.00	1.00	1.00	1.00
Public Engagement/Econ Develop	2.85	6.65	6.65	6.65
City Clerk	2.00	2.00	3.00	3.00
Human Resources	4.85	5.35	5.35	5.35
Information Technology	5.10	0.00	0.00	0.00
Total Staffing	15.80	15.00	16.00	16.00

Organizational Chart



Department Budget

Central Administration Budget by Division

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Revenue				
Homeless Program	-	\$125,000	\$ 335,000	\$311,000
Sustainability Program	23,000	15,000	40,000	25,000
City Clerk	200	200	200	200
City Atty Cost Recovery	10,000	13,300	67,000	67,000
Risk Management	4,400	4,400	4,400	4,400
Revenue Totals	\$ 37,600	\$157,900	\$ 446,600	\$ 407,600
Expenditures				
City Council	\$88,552	\$ 111,199	\$114,069	\$119,026
City Manager	561,691	598,286	701,136	764,293
Public Information	278,554	371,739	359,008	218,081
Homeless Program	-	252,730	585,223	429,749
Economic Development	98,859	378,671	441,661	836,178
Sustainability Program	-	187,703	192,409	220,907
City Clerk	533,013	566,389	664,028	695,764
City Attorney General	373,000	447,600	447,600	447,600
City Atty Cost Recovery	30,000	40,000	40,000	115,000
City Atty Litigation	100,000	200,000	200,000	125,000
ASD Administration	211,228	537,542	315,574	424,988
Human Resources	980,407	1,069,517	1,080,718	1,284,588
Information Technology	1,276,819	23,162	-	8,340
Risk Management	1,373,960	1,872,870	2,042,394	2,053,140
Expenditure Totals	\$5,906,083	\$6,657,408	\$7,183,820	\$ 7,742,654

Central Administration Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 101 General Fund				
Revenue				
430 - Intergovernmental	\$200	\$125,200	\$ 335,200	\$311,200
440 - Charges for Services	37,400	32,700	111,400	91,400
490 - Other	-	-	-	5,000
Revenue Totals	\$37,600	\$157,900	\$446,600	\$407,600
Expenditures				
500 - Salaries & Wages	2,142,838	2,142,340	2,497,505	2,352,731
510 - Employee Benefits	518,565	476,549	493,556	705,344
520 - Professional Services	1,228,406	1,643,233	1,590,531	2,047,558
525 - Intergov. Services	10,000	117,024	17,024	117,024
528 - Training & Travel	57,593	91,936	105,263	106,663
530 - Rentals & Leases	107,794	-	-	-
535 - Repairs & Maintenance	89,065	47,200	46,200	46,200
537 - Materials & Supplies	1,511,019	2,051,998	2,305,766	2,319,694
540 - Utilities	153,803	6,803	9,303	19,440
570 - Capital Expenses	-	-	-	-
690 - Other Expenses	23,000	23,000	28,000	28,000
Expenditure Totals	\$ 5,842,083	\$ 6,600,083	\$7,093,148	\$7,742,654
Fund Total: General Fund	(5,804,483)	(6,442,183)	(6,646,548)	(7,335,054)
Fund: 245 American Rescue Plan				
Expenditures				
500 - Salaries & Wages	\$39,000	\$57,325	-	-
535 - Repairs & Maintenance	25,000	-	-	-
Expenditure Totals	\$64,000	\$57,325	-	-
Fund Total: American Rescue PI	(64,000)	(57,325)	-	-
Revenue Grand Totals:	\$37,600	\$157,900	\$446,600	\$407,600
Expenditure Grand Totals:	\$ 5,906,083	\$6,657,408	\$7,093,148	\$7,742,654
Net Grand Totals:	(5,868,483)	(6,499,508)	(6,646,548)	(7,335,054)

ADMINISTRATIVE SERVICES

The Administrative Services Department is responsible for supporting all City departments in finance (accounting, budget, payroll, treasury, contracts) and information technology services, and for promoting fiscal transparency with the City Council and community.

Department Mission Statement

The mission of Administrative Services is to provide comprehensive and effective financial services and information technology infrastructure, support, and security to the organization. As an internal and external service provider, the Department takes pride in being an attentive, resourceful and responsive team providing superior service and communication to all City programs and activities as well as the greater Novato community.

Department Programs

General Accounting and Administration

This function is responsible for a broad array of general accounting and reporting functions. This includes:

- Preparing internal financial reports and required state and federal reports for the City, Successor Agency of the dissolved Redevelopment Agency and special assessment districts;
- Preparing financial and budget reports to City Council including revenue trend analysis and projections, as well as future financial and economic conditions;
- Managing annual financial audits and coordinating preparation of the Annual Comprehensive Financial Statements with external auditors;
- Calculating annual tax rates for bond indebtedness;
- Maintaining the general ledger;
- Designing and implementing internal controls;
- Managing centralized contract and grant administration;
- Identifying robust employee training opportunities to ensure staff have necessary technical knowledge to perform their responsibilities;
- Completing cost recovery rate calculations; and
- Overseeing accounts payable, payroll, cashiering, accounts receivable, and purchasing functions.

Budget Development and Management

Budget management functions include developing the operating budget and assisting with the capital improvement program budget; monitoring and controlling expenditures to ensure that appropriations are not exceeded; and authorizing and processing budget transfers and amendments, travel requests, requisitions, and payment authorizations.

Payroll

Payroll services included processing bi-weekly payroll, including issuance of payroll checks and direct deposit for approximately 300 full-time and part-time employees; maintaining leave accruals balances; accounting for benefits and overtime; complying with state and

federal regulations; responding to employees' questions and special needs; and preparing quarterly and annual federal and state tax returns, and W-2s.

Cashiering/Accounts Receivable

The Cashiering/Accounts Receivable function includes invoicing and collecting accounts receivable and processing and depositing cash receipts.

Accounts Payable

The Accounts Payable services include processing payment for all City obligations for purchased materials and services within vendors' terms, with an approximate volume of 3,400 disbursements annually. Additionally, the Department prepares 1099 forms for vendors, purchases office supplies for all departments and maintains DMV records for the City's vehicle/rolling stock fleet.

Treasury/Investments

This function invests City funds in accordance with the adopted investment policy and manages the funds, so they are available when needed to meet City obligations.

Special Programs

The Department also manages a variety of programs that benefit the City but are not managed by other departments, including the annual payment to the Chamber of Commerce to promote tourism, congestion management program contributions, and memberships in various associations, such as the Association of Bay Area Governments (ABAG), National League of Cities and Cal Cities, that provide information and services to assist the City Council and staff in the administration of City business. Other shared public services managed by the Finance Department include assisting with street light districts, animal control services provided by the Marin Humane Society under contract with the County, and administration of CATV franchise and community access channel programming.

Information Technology

The Information Technology Division manages data and telecommunications systems networks and provides services, security and support to end-users in all departments. The Division is responsible for network applications used by all employees and assists departments with business-specific application deployment and support. The Division is also responsible for internet, telephone system, remote access services, Geographical Information Systems (GIS), and managing support services provided by professional and technical consultants.

Department Goals

The Administrative Services Department has experienced severe staffing shortages in the past several years, resulting in delayed audits and a backlog of accounting activities. The Department has made great strides toward hiring, training, and retaining new finance employees, and restoring accounting and reporting services.

The Department offers the following goals for the coming fiscal year:

- Complete annual external audit for FY22/23, and make significant progress on completion of FY23/24 audit to position the City to be caught up on the back log audits and current in FY24/25.

- Continue improving financial controls pursuant to independent auditor recommendations.
- Train, develop and retain the Administrative Services team to ensure technical competency, provision of superior customer service, and information/network security.
- Design, implement and document processes and procedures that align with current practices.
- Identify and implement technologies to increase departmental efficiencies.
- Support Community Development Department in the implementation of the online permit system.

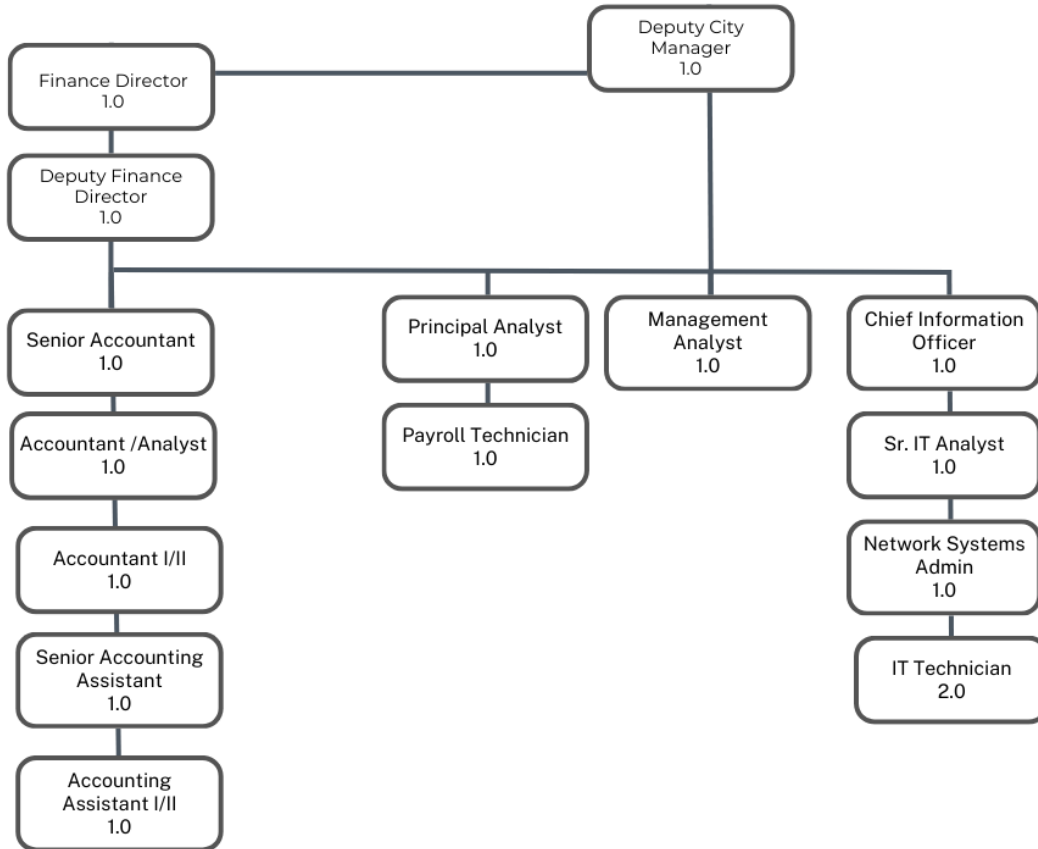
Budget Highlights

- Funding for independent auditors to complete Annual Comprehensive Financial Report(s).
- Funding for consulting services to assist in addressing accounting backlog.
- Funding for organization memberships in CalCities, Association of Bay Area Governments, and National League of Cities.
- Funding for annual contribution to Other Post Employment Benefit Trust.
- Contribution to Chamber of Commerce for support of local tourism activities.
- Continued funding for Information Technology Equipment Replacement Fund.
- Continued funding for enhanced information technology security initiatives.

Department Staffing

Staffing	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Administration	0.00	.90	.90	.90
Finance	8.80	8.90	9.80	9.80
RDA Successor Agency	.20	.20	.30	.30
Information Technology	0.00	5.00	5.00	5.00
Total Staffing	9.00	15.00	16.00	16.00

Organizational Chart



Department Budget

Administrative Services Budget by Division

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Revenue				
Finance	\$26,710	\$29,710	\$179,110	\$ 177,896
Risk Management	-	3,500	-	-
Special Programs	50,000	50,000	169,191	167,986
City Owned Property	42,000	42,000	42,000	50,815
Other	95,000	95,000	95,000	95,000
Revenue Totals	\$213,710	\$220,210	\$485,301	\$ 491,697
Expenditures				
Administration	-	-	-	\$358,975
Finance	1,891,524	2,155,127	2,125,597	2,297,993
Information Technology	229,000	1,627,007	1,840,326	1,706,621
Memberships	32,500	32,500	35,000	35,000
Central Stores	5,000	5,000	2,500	2,500
Special Programs	4,127,610	2,817,887	2,866,425	2,932,686
Marin GSA	67,233	67,233	70,859	53,161
Animal Services	704,417	730,465	767,558	767,558
City Owned Property	356,982	358,330	366,464	418,709
Expenditure Totals	\$7,414,266	\$7,793,549	\$8,074,729	\$8,573,203

Administrative Services Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 101 General Fund				
Revenue				
440 - Charges for Services	\$66,710	\$73,210	\$287,110	\$285,896
460 - Use of Money & Property	-	-	51,191	49,986
490 - Other	10,000	10,000	10,000	10,000
Revenue Totals	\$76,710	\$83,210	\$348,301	\$345,882
Expenditures				
500 - Salaries & Wages	\$1,045,523	\$1,925,600	\$2,332,025	\$2,364,430
510 - Employee Benefits	184,589	432,157	471,799	549,356
520 - Professional Services	759,439	804,825	489,477	729,300
525 - Intergov. Services	901,650	947,698	997,328	986,270
528 - Training & Travel	17,607	28,007	37,803	38,403
530 - Rentals & Leases	269,265	335,918	464,679	499,711
535 - Repairs & Maintenance	62,500	232,050	223,050	223,050
537 - Materials & Supplies	67,807	88,723	80,750	80,750
540 - Utilities	872	147,872	153,450	70,060
690 - Other Expenses	1,604,864	737,943	658,442	664,112
Expenditure Totals	\$4,914,116	\$5,680,793	\$5,908,803	\$6,205,442
Fund Total: General Fund	(4,837,406)	(5,597,583)	(5,560,502)	(5,859,560)

Administrative Services Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 111 Measure F Sales Tax				
Expenditures				
520 - Professional Services	(\$17,644)	-	-	-
Expenditure Totals	(\$17,644)	-	-	-
Fund Total: Measure F Sales Tax	17,644	-	-	-
Fund: 220 Hamilton Art Center				
Expenditures				
520 - Professional Services	-	-	-	\$34,000
535 - Repairs & Maintenance	275,000	275,000	275,000	333,150
540 - Utilities	-	-	12,160	12,498
570 - Capital Expenses	-	-	-	-
Expenditure Totals	\$275,000	\$275,000	\$287,160	\$379,648
Fund Total: Hamilton Art Center	(275,000)	(275,000)	(287,160)	(\$379,648)
Fund: 243 NPFA				
Revenue				
460 - Use of Money & Property	\$42,000	\$42,000	\$42,000	\$ 50,815
Revenue Totals	\$42,000	\$42,000	\$42,000	\$50,815
Expenditures				
535 - Repairs & Maintenance	\$65,582	\$65,582	\$65,582	\$25,689
540 - Utilities	6,400	7,748	8,372	8,372
Expenditure Totals	\$71,982	\$73,330	\$73,954	\$34,061
Fund Total: NPFA	(29,982)	(31,330)	(31,954)	16,754

Administrative Services Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 245 American Rescue Plan				
Expenditures				
500 - Salaries & Wages	\$4,000	\$19,425	-	-
520 - Professional Services	150,000	-	-	-
535 - Repairs & Maintenance	-	-	-	-
570 - Capital Expenses	(55,000)	-	-	-
690 - Other Expenses	388,000	-	-	-
Expenditure Totals	\$487,000	\$19,425	-	-
Fund Total: American Rescue Plan	(487,000)	(19,425)	-	-
Fund: 502 Pension Obligation Bonds				
Expenditures				
520 - Professional Services	\$7,000	\$6,559	\$6,559	\$6,559
600 - Debt Service	1,542,812	1,604,442	1,664,253	1,664,253
Expenditure Totals	\$1,549,812	\$1,611,001	\$1,670,812	\$1,670,812
Fund Total: Pension Obligation Bonds	(1,549,812)	(1,611,001)	(1,670,812)	(1,670,812)

Administrative Services Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 603 Technology Replacement				
Revenue				
490 - Other	\$95,000	\$95,000	\$95,000	\$95,000
Revenue Totals	\$95,000	\$95,000	\$95,000	\$95,000
Expenditures				
537 - Materials & Supplies	-	-	-	-
570 - Capital Expenses	134,000	134,000	134,000	134,000
Expenditure Totals	\$134,000	\$134,000	\$134,000	\$134,000
Fund Total: Technology Replacement	(39,000)	(39,000)	(39,000)	(39,000)
Fund: 701 Hamilton Trust				
Expenditures				
520 - Professional Services	-	-	-	\$29,000
Expenditure Totals	-	-	-	\$29,000
Fund Total: Hamilton Trust	-	-	-	(29,000)
Fund: 802 RORF				
Expenditures				
500 - Salaries & Wages	-	-	-	\$107,387
510 - Employee Benefits	-	-	-	12,853
Expenditure Totals	-	-	-	\$120,240
Fund Total: RORF	-	-	-	(120,240)
Revenue Grand Totals:	213,710	220,210	485,301	491,697
Expenditure Grand Totals:	7,414,266	7,793,549	8,469,552	8,573,203
Net Grand Totals:	(7,200,556)	(7,489,599)	(7,984,251)	(8,081,506)

Police Department

The Police Department works with members of our community, and other City departments to prevent crime, resolve quality-of-life issues, and enhance the sense of safety for residents, business owners, and visitors.

Department Mission Statement

In partnership with the community, the Police Department is committed to protect, serve, and create a safer Novato.

Department Programs

The Novato Police Department serves the community through many programs and services that enhance residents' and visitors' safety and quality of life. These programs include Community Academy (English and Spanish); Coffee with a Cop; Holiday Heroes & Helpers; National Night Out; an Annual Open House; school supply giveaways; and holiday food and gift distributions with local non-profits.

Administration:

The Chief of Police leads the Department and is responsible for the vision, direction, and policing philosophy. Two Captains directly oversee the Operations Division and Administrative Services Division.

Administrative Services Division:

The Administrative Services Division manages several vital functions that provide technical and administrative support for the Police Department:

Technical Services Bureau: The Technical Services Bureau consists of the Records and Communications Sections. Records staff answer calls from the public, process police reports, and manage documents. The Evidence Technician receives, stores, and releases property and evidence for all police cases, and destroys controlled substances and firearms per state law. Communications staff answer 9-1-1 emergency telephone calls, dispatch staff to calls for service, respond to officer requests for information, enter data into the Computer Aided Dispatch (CAD) system, and update state and national databases.

Emergency Services: The City's Emergency Services program partners with the Novato Fire Protection District to prepare for and respond to disasters and emergencies, whether natural or intentional, and maintains the City's Hazard Mitigation Plan.

Professional Standards Bureau: Professional Standards staff manage training for personnel following federal and state mandates; and manage equipment for the department. This unit coordinates recruitment and hiring, including required testing and background investigations. This unit completes audits, administrative reviews, and recommends policy and procedure changes. The staff is also responsible for investigating complaints and misconduct.

Budget: Staff coordinates budget management, including: federal and state grant administration; invoicing and reimbursements; purchasing support, and contract execution and updating.

Community Outreach: Community Outreach staff create public messaging and coordinates department community events, including the Community Academy (Spanish and English Language), Coffee with the Cops, Pop Up Police Stations, and the annual Open House.

Special Services Bureau: The Special Services Bureau staff have specialized and extensive training to support the Patrol Bureau. This team pursues leads on complex criminal activity and major crimes. This unit includes Detectives, School Resource Officers and an officer assigned to the County's Special Investigations Unit (SIU). Additionally, one officer is assigned to the County's COPE unit, which monitors high-risk narcotic violators who have been placed on probation rather than serving time in custody. This program is supported by state revenues.

Operations Division:

The Operations Division provides proactive and community-oriented policing.

Patrol Bureau: The Patrol Bureau responds to all calls for service, 24 hours a day, 7 days a week, 365 days a year, initiating most investigations and assisting allied agencies. The Patrol Bureau includes the Traffic Section, the Field Training Program, the Police Canine Program, the Crisis Response Unit, and the Explorer Program (Youth Career Development). The Traffic Section provides targeted traffic enforcement, educational outreach to increase traffic safety, and special event permitting. Traffic staff also handle parking complaints and towing of abandoned vehicles. The Fire Mitigation Ranger position, a partnership with the Novato Fire Protection District and the Marin Wildfire Prevention Authority, handles fire-mitigation-related enforcement and education.

Department Goals

- Continue to build relationships and encourage community feedback by hosting outreach programs, participating in community events, and engaging on social media platforms.
- Partner with City staff, non-profits, and County agencies to address individuals who are unhoused and experiencing mental health and/or substance abuse issues.
- Work with the Novato Canine Foundation to expand the canine program to include an additional patrol canine.
- Deploy new and upgrade existing technology tools to promote a safer community and enhance organizational efficiency.
- Develop police department employees through mentorship, training, and wellness measures. Enhance recruitment and retention efforts and increase emphasis on employee wellness.

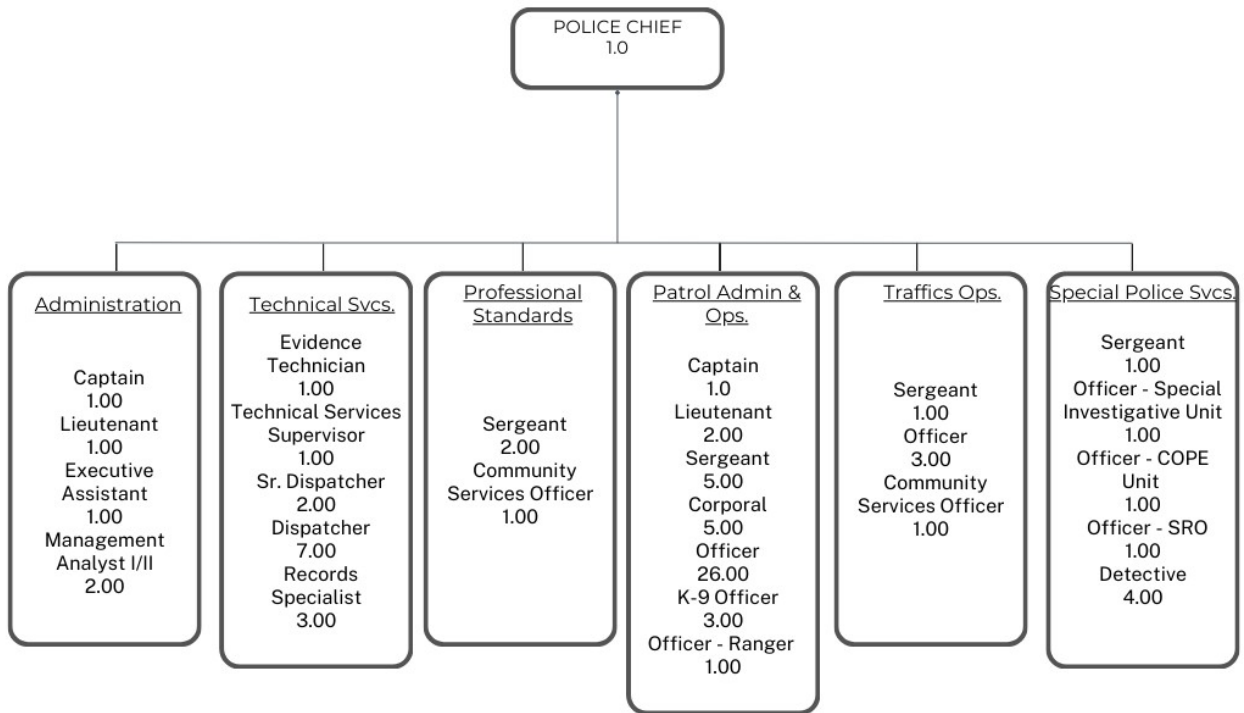
Budget Highlights

- Partnership with the Novato Canine Foundation to assist with funds for the canine program, including necessary equipment and training.
- Continued funding of the Fire Mitigation Ranger position in partnership with Novato Fire Protection District and Marin Wildfire Prevention Authority.
- Continued grant funding via the Office of Traffic Safety to continue the Department's education and enforcement of traffic related laws to reduce injury and fatal traffic collisions.
- Participation in the Department of Justice Bulletproof Vest Partnership grant to reimburse up to 50% of the cost of body armor vests.

Department Staffing

Staffing	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Administration	5.00	5.00	5.00	5.00
Technical Services	14.00	14.00	13.00	13.00
Professional Standards	2.50	3.00	3.00	3.00
Criminal Investigations	6.00	6.00	6.00	6.00
Patrol Administration & Ops.	40.00	40.00	41.00	40.00
Traffic	5.00	4.50	5.00	5.00
Special Police Services	6.00	6.00	6.00	6.00
Total Staffing	78.50	78.50	79.00	78.00

Organizational Chart



Department Budget

Police Budget by Division

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Revenue				
Police Administration	\$36,000	\$40,000	\$40,000	\$40,500
Services Administration	-	-	5,000	5,000
Records Management	12,200	20,200	20,200	25,700
Communications/Dispatch	2,800	2,800	-	-
Professional Standards	36,000	47,500	50,300	47,500
Criminal Investigations	-	-	8,000	8,000
Patrol Operations	736,200	837,500	1,142,500	1,092,500
Traffic Operations	162,500	157,000	159,000	159,000
Police Grants	477,328	690,845	539,828	455,828
Special Projects	-	2,500	500	500
Novato Response Team	157,744	-	-	-
Community Engagement	15,000	15,000	15,000	15,000
Equipment Replacement	5,000	5,000	5,000	5,000
Revenue Totals	\$1,640,772	\$1,818,345	\$1,985,328	\$1,854,528
Expenditures				
Police Administration	\$1,333,243	\$1,831,288	\$1,580,127	\$2,328,218
Services Administration	-	-	-	15,300
Emergency Services	30,000	25,000	25,000	25,350
Records Management	614,172	578,086	539,642	759,932
Communications/Dispatch	1,467,436	1,433,863	1,453,353	1,627,623
Professional Standards	528,550	579,086	785,864	1,121,118
Criminal Investigations	1,207,490	1,807,102	1,956,148	2,611,298
Patrol Operations	9,571,642	10,281,557	11,583,609	10,851,821
K-9	673,231	320,819	329,764	326,701
Traffic Operations	939,331	575,779	848,995	963,877
Police Grants	551,365	532,015	689,253	637,352

Police Budget by Division

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Novato Response Team (NRT)	\$735,054	\$876,798	-	-
Special Response Team	17,422	13,864	11,864	11,864
Community Engagement	14,716	20,000	20,000	20,000
Special Projects	87,375	-	-	-
Expenditure Totals	\$17,771,027	\$18,875,257	\$ 19,823,619	\$21,300,454

Police Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 101 General Fund				
Revenue				
400 - Taxes	\$500,200	\$600,000	\$650,000	\$600,000
420 - Licenses & Permits	7,500	12,000	16,000	16,000
430 - Intergovernmental	364,872	390,645	487,328	492,828
440 - Charges for Services	96,000	100,000	101,000	101,000
450 - Fines & Forfeitures	355,000	345,000	345,000	345,000
490 - Other	2,200	5,200	8,000	5,200
Revenue Totals	\$1,325,772	\$1,452,845	\$1,607,328	\$1,560,028
Expenditures				
500 - Salaries & Wages	11,465,253	11,930,461	12,762,017	13,524,849
510 - Employee Benefits	4,333,176	4,834,980	4,966,805	5,767,232
520 - Professional Services	315,504	309,153	338,253	345,184
525 - Intergovernmental Services	75,389	19,057	19,057	19,057
528 - Training & Travel	78,028	190,794	190,794	190,794
530 - Rentals & Leases	7,704	3,804	3,804	3,804
535 - Repairs & Maintenance	413,322	353,491	382,672	401,266
537 - Materials & Supplies	236,534	244,620	243,620	243,620
540 - Utilities	28,077	28,077	28,077	83,258
570 - Capital Expenses	-	-	-	-
690 - Other Expenses	380,040	430,820	430,820	344,690
Expenditure Totals	\$17,333,027	\$18,345,257	\$ 19,365,919	\$20,923,754
Fund Total: General Fund	(16,007,255)	(16,892,412)	(17,758,591)	(19,363,726)

Police Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 231 Special Police Projects				
Revenue				
430 - Intergovernmental	\$107,000	\$208,000	\$122,500	\$138,500
490 - Other	68,000	2,500	100,500	1,000
Revenue Totals	\$175,000	\$210,500	\$223,000	\$139,500
Expenditures				
500 - Salaries & Wages	100,000	85,000	225,000	113,000
528 - Training & Travel	-	-	-	3,000
537 - Materials & Supplies	10,000	10,000	10,000	28,000
690 - Other Expenses	-	-	-	10,000
Expenditure Totals	\$110,000	\$95,000	\$235,000	\$154,000
Fund Total: Special Police Projects	65,000	115,500	(12,000)	(14,500)
Fund: 232 State COPS Grant				
Revenue				
430 - Intergovernmental	\$135,000	\$150,000	\$150,000	\$150,000
490 - Other	-	-	-	-
Revenue Totals	\$135,000	\$150,000	\$150,000	\$150,000
Expenditures				
537 - Materials & Supplies	\$70,000	\$60,000	\$60,000	\$60,000
570 - Capital Expenses	150,000	145,000	162,700	162,700
Expenditure Totals	\$220,000	\$205,000	\$222,700	\$222,700
Fund Total: State COPS Grant	(85,000)	(55,000)	(72,700)	(72,700)
Fund: 245 American Rescue Plan				
Expenditures				
500 - Salaries & Wages	\$108,000	\$230,000	-	-
Expenditure Totals	\$108,000	\$230,000	-	-
Fund Total: American Rescue Plan	(108,000)	(230,000)	-	-

Police Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 602 Equipment Replacement				
Revenue				
490 - Other	\$5,000	\$5,000	\$5,000	\$5,000
Revenue Totals:	\$5,000	\$5,000	\$5,000	\$5,000
Fund Total: Equipment Replacement	\$5,000	\$5,000	\$5,000	\$5,000
Revenue Grand Totals:	1,640,772	1,818,345	1,985,328	1,854,528
Expenditure Grand Totals:	17,771,027	18,875,257	19,823,619	21,300,454
Net Grand Totals:	(16,130,255)	(17,056,912)	(17,838,291)	(19,445,926)

Community Development

The Community Development Department is responsible for ensuring that new development enhances the community and protects the environment; new construction complies with state health and safety codes; and existing properties are maintained in accordance with minimum standards and that the City plans for housing to accommodate all income levels while protecting the existing supply of deed restricted, below market rate housing.

Department Mission Statement

The mission of the Community Development Department is to actively engage the community in defining its goals, ensure that Novato's values are reflected in the physical and natural environment of the City, to assist in providing safe and well-maintained buildings, and to focus on the long-term quality and sustainability of the built environment and fiscal health of our community.

The Department is committed to improving the City's economic base and housing options while maintaining the community's character and environmental resources. The Community Development Department strives to provide efficient and customer-oriented permit services, and to continuously implement innovative improvements.

Department Programs

The Community Development Department is responsible for administering land use policies, environmental regulations, and design and building code standards for new construction, as well as ongoing property maintenance standards based on federal, state and local requirements. In addition, the Department manages the City's affordable housing and multi-family inspection programs.

Administration

The Community Development Director plans and manages the overall activities of the Department, provides policy direction, and manages Department personnel and budgets. In addition, the Director coordinates activities with other City departments and represents the Department at City Council and other community and regional meetings. Each of the Department's four divisions (Planning, Building, Code Enforcement and the Permit Center) has a primary manager with responsibility for oversight of these individual functions and reports to the Director. The Department contracts with Rise Housing to provide day-to-day management of the City's below market rate housing program. The Director oversees that consultant work.

Affordable Housing Programs

The Department is primarily responsible for management of the City's affordable housing program, implementing the City's housing goals, policies, and programs, including monitoring and retention of the City's 500+ affordable housing units.

The Department takes the lead on various housing initiatives, including updates to the City's General Plan to accommodate regional housing need allocations, updating plans and codes to respond to changes in State housing legislation and actively manages the City's deed-restricted affordable housing units by monitoring compliance reports for rental properties and coordinating resale and refinancing transactions of for-sale units and conducting

periodic lotteries when new affordable units become available.

Code Enforcement

Code Enforcement staff help ensure community safety and neighborhood quality by enforcing codes related to building, zoning and property maintenance including investigation of public nuisance complaints, construction performed without permits, and multi-family housing safety inspections. Enforcement through education. Code Enforcement staff works directly with the building and planning divisions and Public Works Department to help property owners bring their properties into compliance when violations have been discovered.

Complaint Investigation: Staff investigate complaints regarding municipal, building, plumbing, electrical, mechanical and California Health and Safety codes; issue stop-work orders for unpermitted construction; property maintenance complaints, hazardous material incidents, and graffiti abatement; and conduct community outreach programs in cooperation with the Police Department and Fire District. Working directly with Environmental Health Services and other county agencies.

Multi-Family Housing Inspection: Staff perform annual inspections of apartment units to identify sub-standard living conditions and unpermitted construction, and work in partnership with property owners and tenants to prevent and correct sub-standard housing and blighted properties.

Planning

The Planning Division consists of both current and long-range planning functions. The Planning Division provides staff support for the Planning and Design Review Commissions and the division's manager typically serves as the City's Zoning Administrator.

Current Planning (Development Review): Current Planning functions include reviewing new development proposals for compliance with the General Plan and Municipal Code, community design standards and the California Environmental Quality Act.

Long-Range Planning: Long-Range Planning staff are responsible for implementing and updating the City's General Plan, including the Housing Element, and monitoring regional planning activities. Activities include the development and adoption of land use plans, specific plans, policies, and ordinances which are responsive to community goals and changes in state or federal regulations.

Building

The Building Division manages the review, issuance and inspection of applications for building permits in accordance with state building codes. The division manages the ePermit Resource Center. Building and Code Enforcement staff provide support to the Novato Housing, Zoning and Building Codes Appeals Board.

Plan Review: This function includes coordinating with other divisions, departments and outside agencies to review, process and track building permit applications, as well as issuance of permits.

Building Inspection: Staff perform all necessary building and site inspections in accordance with the state Building Code. Inspections include engineering site work, grading and encroachment permits, and drainage for private lot development. Building Inspection staff collaborates with Code Enforcement Officers when necessary to address complex code enforcement cases.

ePermit Resource Center: Following remote permit processing changes that came about due to the COVID-19 pandemic, the Department launched a new approach to One Stop Shop. Though electronic services have replaced over-the-counter permit issuance, staff from Building, Planning, Engineering and Code Enforcement are available Monday through Thursday, 9:00 am to 11:00 am to offer information on City and State regulations, answer questions about individual projects, furnish necessary paperwork and provide direction on process.

Permit Center

Staff in this Division are the initial point of contact for the public, including individuals, community groups, contractors, developers, and realtors. Staff members provide a wide variety of information related to Department functions. They screen, review, accept for processing, and initiate work flows for all permit applications to appropriate and various divisions and agencies for review and approval. Division staff provide cashiering services for permit and other fees, manage division records, and assist the public in obtaining copies of public building and construction records.

Department Goals

- Complete update of the General Plan Housing Element to address Cycle 6 Regional Housing Needs.
- Implement new permitting software with more capabilities for electronic plan review and permit processing and a more accessible customer interface.
- Update General Plan Safety Element to address fire access and evacuation legislation.
- Continue refinement of the commercial cannabis licensing and inspection process.
- Complete several General Plan implementing ordinances, including an update to the City's Hillside and Ridgeline Protection ordinance.
- Initiate policy development to address climate adaptation & resiliency as required by law.
- Complete update of the City's telecommunications and small cell technology ordinance.
- Conduct an update to the Fee Schedule to address minor adjustments
- Publish and implement the Building Division Assessment and Service Improvement Action Plan

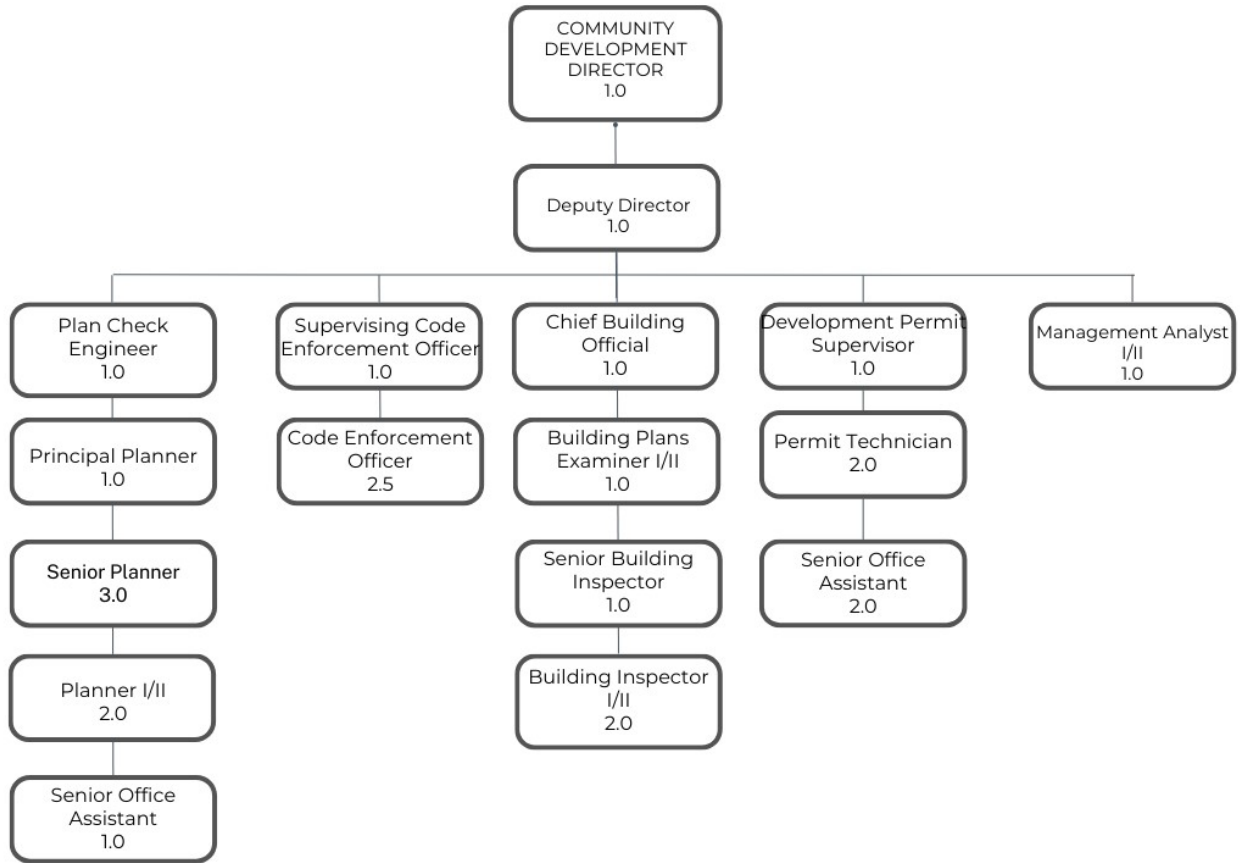
Budget Highlights

- Increased cost recovery associated with updated User and Regulatory Fee Schedule.
- Funding to implement service efficiencies and technology enhancements at permit center.
- Addition of a Plan Check Engineer and a Planner I/II to improve operational efficiencies and enhance customer service.

Department Staffing

Staffing	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Administration	1.78	.78	1.78	1.78
Code Enforcement	3.00	2.00	2.50	2.50
Planning	6.20	7.20	7.20	8.20
Permit Center	4.50	4.50	4.50	4.50
Building	5.0	5.0	6.0	7.0
Affordable Housing Program	.02	.02	.02	.02
Automation Surcharges	.50	.50	.50	.50
Total Staffing	21.00	20.00	22.50	24.50

Organizational Chart



Department Budget

Community Development Budget by Division

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Revenue				
Code Enforcement	\$244,100	\$177,000	\$145,210	\$149,800
Resale Inspection	85,000	-	-	-
Planning Administration	1,000	171,000	-	-
Private Project Processing	189,000	400,582	208,290	244,252
Permit Center	22,100	20,050	1,050	1,150
Building Inspection	258,575	245,000	75,000	110,000
Affordable Housing	1,029,600	1,916,918	1,397,050	1,782,500
Long Range Planning	72,200	72,200	71,585	71,585
CDD Administration	65,000	80,000	71,585	71,585
Revenue Totals	\$1,966,575	\$3,082,750	\$1,969,770	\$2,430,872
Expenditures				
CDD Administration	\$392,777	\$485,039	\$490,035	\$672,380
Economic Programs	387,015	-	-	-
Code Enforcement	192,032	245,133	302,420	431,194
Resale Inspection	229,887	238,431	49,881	-
Planning Administration	721,399	1,799,058	407,571	745,025
Long Range Planning	300,343	276,750	216,837	237,909
Private Project Processing	461,582	537,301	475,247	598,385
Permit Center	453,913	430,646	521,695	589,677
Building Inspection	1,009,114	1,312,676	1,430,825	2,064,233
Affordable Housing	1,059,869	1,044,439	885,661	606,798
Expenditure Totals	\$5,207,931	\$6,369,473	\$4,780,172	\$5,945,601

Community Development Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 101 General Fund				
Revenue				
420 - Licenses & Permits	\$990,000	\$1,389,125	\$1,044,810	\$1,083,500
430 - Intergovernmental	42,000	206,000	12,000	9,100
440 - Charges for Services	421,600	1,034,375	648,740	1,037,052
450 - Fines & Forfeitures	93,200	16,050	6,050	2,050
490 - Other	24,000	40,000	40,000	46,000
Revenue Totals	\$1,570,800	\$2,685,550	\$1,751,600	\$2,177,702
Expenditures				
500 - Salaries & Wages	\$2,454,990	\$2,534,518	\$2,549,217	\$3,239,568
510 - Employee Benefits	610,569	655,583	604,664	776,909
520 - Professional Services	631,982	1,783,100	420,817	985,465
528 - Training & Travel	34,800	28,600	28,600	28,600
535 - Repairs & Maintenance	25,346	25,972	25,972	34,161
537 - Materials & Supplies	100,125	56,125	52,275	52,275
540 - Utilities	9,100	14,300	15,300	12,400
690 - Other Expenses	20,425	23,154	23,154	24,414
Expenditure Totals	\$3,887,337	\$5,121,352	\$3,719,999	\$5,153,792
Fund Total: General Fund	(2,316,537)	(2,435,802)	(1,968,399)	(2,976,090)

Community Development Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 210 Affordable Housing Programs				
Revenue				
440 - Charges for Services	\$258,575	\$245,000	\$75,000	\$110,000
Revenue Totals	\$258,575	\$245,000	\$75,000	\$110,000
Expenditures				
500 - Salaries & Wages	\$17,157	\$4,627	\$4,683	\$5,548
510 - Employee Benefits	4,062	1,162	1,112	1,250
520 - Professional Services	288,650	288,650	400,000	250,000
690 - Other Expenses	750,000	750,000	479,866	350,000
Expenditure Totals	\$1,059,869	\$1,044,439	\$885,661	\$606,798
Fund Total: Affordable Housing Programs	(801,294)	(799,439)	(810,661)	(496,798)
Fund: 216 General Plan Surcharge				
Revenue				
440 - Charges for Services	\$65,000	\$80,000	\$71,585	\$71,585
Revenue Totals	\$ 65,000	\$80,000	\$71,585	\$71,585
Expenditures				
520 - Professional Services	\$7,500	-	-	-
Expenditure Totals	\$ 7,500	-	-	-
Fund Total: General Plan Surcharge	57,500	80,000	71,585	71,585

Community Development Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 217 Automation Surcharge				
Revenue				
440 - Charges for Services	\$72,200	\$72,200	\$71,585	\$71,585
Revenue Totals	\$72,200	\$72,200	\$71,585	\$71,585
Expenditures				
500 - Salaries & Wages	\$46,154	\$55,236	\$52,993	\$60,755
510 - Employee Benefits	10,621	7,746	12,769	15,506
520 - Professional Services	6,700	6,700	40,000	40,000
535 - Repairs & Maintenance	43,750	68,750	68,750	68,750
Expenditure Totals	\$107,225	\$138,432	\$174,512	\$185,011
Fund Total: Automation Surcharge	(35,025)	(66,232)	(102,927)	(113,426)
Fund: 245 American Rescue Plan				
Expenditures				
500 - Salaries & Wages	\$34,000	\$65,250	-	-
690 - Other Expenses	112,000	-	-	-
Expenditure Totals	\$146,000	\$65,250	-	-
Fund Total: American Rescue Plan	(146,000)	(65,250)	-	-
Revenue Grand Totals:	1,966,575	3,082,750	1,969,770	2,430,872
Expenditure Grand Totals:	5,207,931	6,369,473	4,780,172	5,945,601
Net Grand Totals:	(3,241,356)	(3,286,723)	(2,810,402)	(3,514,729)

Public Works

The Public Works Department manages the planning, environmental documentation, design, construction, maintenance, and operations of all city rights-of-way, properties, and facilities.

Department Mission Statement

The Department is dedicated to ensuring that residents, businesses, and visitors experience a safe, clean, enjoyable, and sustainable Novato.

Department Programs

The Public Works Director serves as the City Engineer, Traffic Engineer, Floodplain Administrator, and Capital Improvement Program manager and oversees the long-term planning and day-to-day operations of the department. The Administrative, Engineering and Maintenance Division managers report to the director and work collaboratively to achieve the safe and successful design, construction, operation and maintenance of the City's assets and infrastructure.

Administrative Division

The Administrative Division provides fiscal oversight, contract management, recordkeeping, and reporting in addition to the following core service programs:

Property Management includes oversight of the property management services for the City's special assessment districts

Commission/Committee Support includes staff liaisons and assistance to City Council-established advisory groups, including the Complete Streets and Pathways Oversight Committee (CSPOC) and other local agencies and advisory boards such as the Transportation Authority of Marin's Novato Safe Routes to Schools program.

Engineering Division

The Engineering Division provides technical services within five operational areas:

Engineering Operations includes management of the Pavement Management Program and Traffic Engineering Program, as well as acquisitions and dispositions of City properties, and streetlight and traffic signal maintenance.

Permitting includes review and issuance of encroachment permits, grading permits, transportation permits, License Agreements, and inspection of private work and utility work within the public right-of-way.

Stormwater and Floodplain Management includes National Pollutant Discharge Elimination System (NPDES) permit compliance, and the Federal Emergency Management Administration (FEMA) National Flood Insurance Program (NFIP) and Community Rating System (CRS).

Capital Project Delivery provides for the planning, design, and construction management of Capital Improvement Program (CIP) projects for the city. These projects generally include improvements to transportation, drainage, utilities, parks, and buildings as defined in the Capital Improvement Program.

Private Project Engineering includes review, conditioning and approval of private project improvements within the public right-of-way, stormwater management, and land subdivisions.

Maintenance Division

The Maintenance Division is responsible for the long-term care of all city-owned property, infrastructure, and facilities. The Maintenance Division also provides seasonal and periodic services including winter storm preparedness, hazardous materials cleanup and disposal, traffic management services, emergency/disaster response, and event set-up and support. The Division is made up of four operational programs:

Streets includes the maintenance of streets, pathways, traffic signals, traffic signs and roadway striping, storm drains, Community Facility District levee and pump station operations and maintenance and ensures NPDES program compliance. The Streets Section also provides street sweeping on a routine basis, completing the citywide circuit every four to five weeks.

Parks and Median Islands performs weed abatement, turf maintenance, landscape irrigation, street tree maintenance, landscaping improvements, and litter removal on median islands, roadside landscapes, around city buildings, and within city pedestrian easements. The section also maintains city park facilities and athletic fields including mowing, turf care, irrigation, tree and shrub trimming, debris and garbage collection, graffiti removal, restroom cleaning, park and playground structure maintenance and pool facility operations and maintenance.

Building/Custodial oversees all building maintenance efforts and custodial services for 28 city-owned buildings, including the preventive maintenance of all large systems (HVAC, plumbing, electrical, fire and security alarms, elevators, etc.), preparation for facility usage, and building deferred maintenance.

Fleet/Equipment provides maintenance and repairs of fleet vehicles and equipment. This section also provides facilitates equipment repairs, manages new vehicles/equipment replacement and disposal of surplus vehicles/equipment, monitors the City's fuel tank systems and the vehicle emissions program, and ensures compliance with operating permit requirements and environmental regulations.

Department Goals

- Maintain and stabilize the Pavement Condition Index (PCI).
- Implement VUEWorks Fleet capabilities to manage vehicle assets in the Computerized Maintenance Management System.
- Replace end of life cycle fleet vehicles for the police department with fuel efficient fleet.
- Implement irrigation upgrades for water efficiency in City parks.

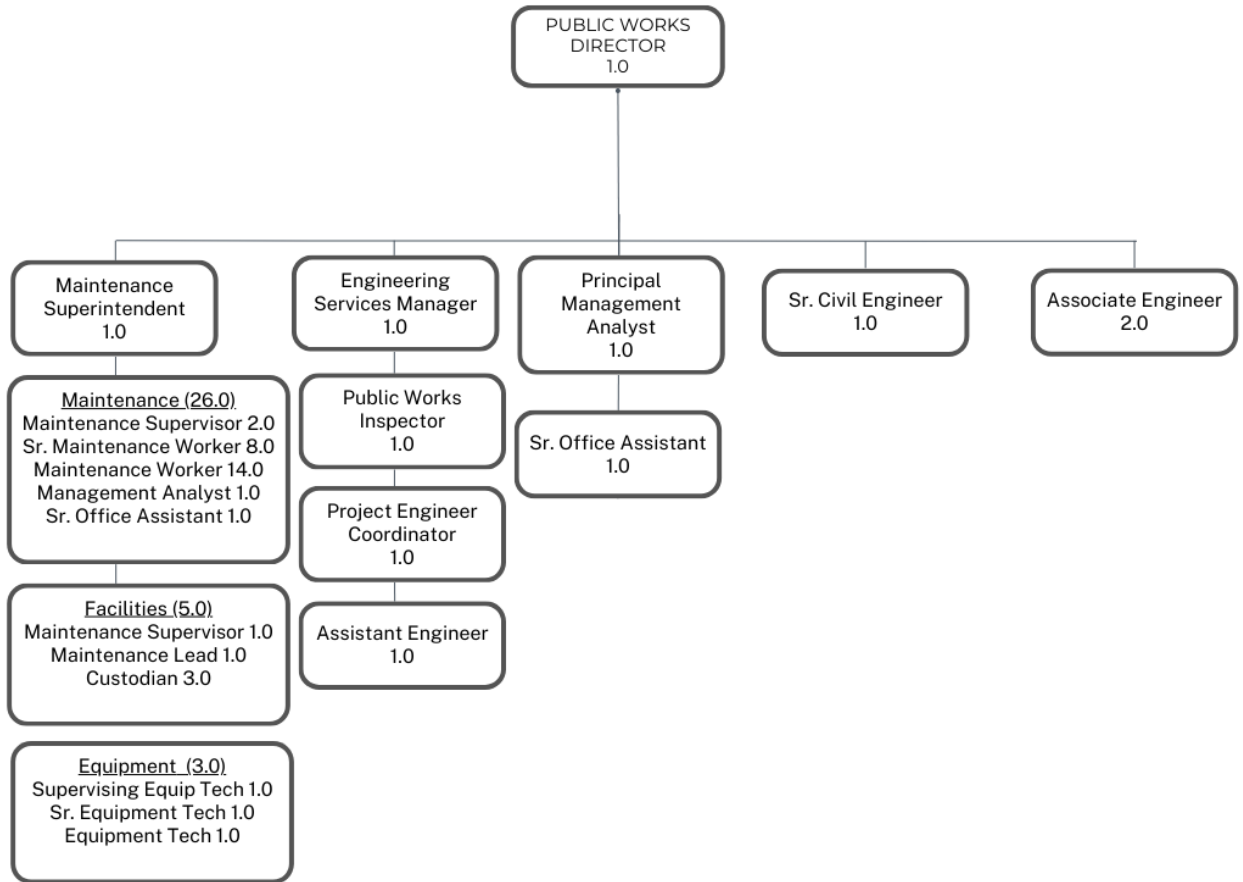
Budget Highlights

- Increased funding for rising utility costs.
- Funding for Bright View Landscaping Services to provide tree maintenance and unplanned repairs
- Ongoing funding for Downtown Streets Team to provide street clean up and beautification services in downtown area.
- Marin Sanitary Services to provide daily street sweeping services for the entire City of Novato.

Department Staffing

Staffing	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Engineering Administration	3.80	2.05	2.05	2.05
Engineering Operations	4.25	4.00	4.00	4.00
Project Development	.45	.45	.45	.45
Capital Projects Engineering	3.50	3.50	3.50	3.50
Maintenance Administration	3.00	3.00	3.00	3.00
Street Maintenance	7.68	7.68	7.68	7.68
Traffic Operations	2.25	2.25	2.25	2.25
Median Islan Maintenance	4.30	4.30	4.30	4.30
Parks Maintenance	6.70	6.70	6.70	6.70
Building Maintenance	7.00	7.00	5.00	5.00
Hamilton Community Facilities	3.07	3.07	1.07	1.07
Pointe Marin Community Facilities	2.00	2.00	2.00	2.00
Equipment Vehicle Maintenance	3.00	3.00	3.00	3.00
Total Staffing	51.00	49.00	45.00	45.00

Organizational Chart



Department Budget

Public Works Budget by Division

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Revenue				
Storm Water Pollution Prev.	-	\$10,000	\$ 10,000	\$ 10,000
Engineering Operations	71,170	-	-	-
Permitting	-	238,000	147,200	152,200
Private Project Engineering	232,695	332,182	145,000	155,000
Maintenance Administration	2,000	4,000	4,000	4,000
Street Maintenance	4,100	4,100	2,500	2,500
Parks Maintenance	5,250	7,200	3,200	3,200
Civic Center Maintenance	2,050	2,050	-	-
MTSC Maintenance	16,500	16,500	2,000	12,000
City Owned Property Mgmt.	20,000	20,000	-	-
Levee Maintenance	230,000	230,000	230,000	230,000
Equipment Vehicle Maintenance	871,483	987,926	987,926	857,142
Equipment Replacement	578,566	612,808	612,808	710,000
Revenue Totals	\$2,033,814	\$2,464,766	\$2,144,634	\$2,136,042
Expenditures				
Traffic & Engineering Admin.	\$842,828	\$ 856,205	\$611,626	\$667,997
Storm Water Pollution Prev.	293,033	293,405	330,520	328,757
Engineering Operations	938,874	852,810	630,444	514,948
Permitting	181,818	175,037	6,391	3,000
Sustainability Program	279,367	-	-	-
Private Project Engineering	245,942	332,269	324,488	345,208
Capital Project Engineering	(104,537)	(65,243)	55,073	142,878
Maintenance Administration	489,501	571,080	615,727	785,065
Street Maintenance	1,334,572	1,209,464	975,620	1,342,754

Public Works Budget by Division

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Storm Drain Maint.	\$425,613	\$910,696	\$904,168	\$631,251
Traffic Operations	152,580	152,820	243,960	241,636
Median Island Maintenance	927,425	979,837	970,373	1,026,372
Parks Maintenance	1,441,155	1,561,968	1,430,313	1,315,193
Hamilton Pool Landscape	177,776	190,379	209,696	159,880
Civic Center Maintenance	978,054	1,191,698	1,260,886	1,339,142
Novato Museum Maintenance	2,500	6,700	6,700	6,720
DRC/Gymnastics Maintenance	96,953	104,620	98,667	102,867
Lu Sutton Maintenance	1,100	-	-	-
MTSC Maintenance	333,495	332,725	326,732	318,026
Hamilton Pool Bldg. Maint.	17,345	17,771	19,998	20,760
Other Hamilton Facilities Maint.	89,761	81,383	78,486	72,603
City Owned Property Mgmt.	15,000	15,000	15,000	10,000
Levee Maintenance	50,651	73,780	58,773	44,439
CFD Maintenance	30,500	30,888	32,525	32,525
CFD Landscape Maintenance	601,953	566,345	589,677	1,087,903
Pump Station #1 Maintenance	79,267	159,121	111,085	93,996
Pump Station #2 Maintenance	56,581	99,169	69,971	66,054
Assessment Districts	108,966	146,567	154,780	179,100
Equipment Vehicle Maintenance	857,503	973,855	943,327	857,142
Equipment Replacement	995,512	691,199	1,200,398	960,952
Expenditure Totals	\$ 11,941,088	\$ 12,511,548	\$12,275,404	\$ 12,697,168

Public Works Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 101 General Fund				
Revenue				
420 - Licenses & Permits	\$70,000	\$335,480	\$ 112,200	\$107,200
430 - Intergovernmental	71,170	10,000	10,000	10,000
440 - Charges for Services	159,295	231,302	175,000	195,000
460 - Use of Money & Property	42,900	44,550	4,000	14,000
490 - Other	5,400	7,700	7,700	7,700
Revenue Totals	\$348,765	\$629,032	\$308,900	\$333,900
Expenditures				
500 - Salaries & Wages	\$4,570,126	\$4,611,890	\$4,604,659	\$4,381,340
510 - Employee Benefits	1,124,467	1,284,815	1,185,047	1,200,628
520 - Professional Services	648,652	690,061	564,714	1,148,142
525 - Intergov. Services	20,698	24,039	24,039	25,177
528 - Training & Travel	23,865	45,069	23,469	36,144
530 - Rentals & Leases	10,599	12,959	12,496	9,388
535 - Repairs & Maintenance	727,531	868,652	935,350	888,377
537 - Materials & Supplies	343,496	413,590	329,855	293,212
540 - Utilities	953,563	1,033,278	1,254,448	1,395,843
570 - Capital Expenses	-	-	-	-
600 - Debt Service	-	-	-	-
690 - Other Expenses	(385,429)	(328,374)	(328,374)	(328,760)
Expenditure Totals	\$8,037,568	\$8,655,979	\$8,605,703	\$9,049,491
Fund Total: General Fund	(7,688,803)	(8,026,947)	(8,296,803)	(8,715,591)
Fund: 211 Clean Storm Water				
Expenditures				
520 - Professional Services	-	-	\$50,000	\$51,515
525 - Intergovernmental Services	230,000	230,000	267,051	267,051
537 - Materials & Supplies	15,800	15,800	15,800	7,000
Expenditure Totals	\$245,800	\$245,800	\$332,851	\$325,566
Fund Total: Clean Storm Water	(245,800)	(245,800)	(332,851)	(325,566)
Fund: 217 Automation Surcharge				
Revenue				
440 - Charges for Services	\$5,000	\$5,000	\$ 5,000	\$5,000
Revenue Totals:	\$5,000	\$5,000	\$5,000	\$ 5,000
Fund Total: Automation Surcharge	5,000	5,000	5,000	5,000

Public Works Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 218 Hamilton CFD				
Maintenance				
Revenue				
490 - Other	\$230,000	\$230,000	\$230,000	\$230,000
Revenue Totals	\$230,000	\$230,000	\$230,000	\$230,000
Expenditures				
500 - Salaries & Wages	\$309,574	\$357,669	\$394,041	\$386,874
510 - Employee Benefits	83,478	105,401	112,361	122,713
520 - Professional Services	54,000	54,000	55,537	269,500
530 - Rentals & Leases	-	-	-	-
535 - Repairs & Maintenance	25,304	25,503	26,298	27,109
537 - Materials & Supplies	33,417	33,417	34,817	21,106
540 - Utilities	129,500	142,200	149,724	145,914
570 - Capital Expenses	-	-	-	-
690 - Other Expenses	46,250	48,522	53,161	37,889
Expenditure Totals	\$681,523	\$766,712	\$ 825,939	\$1,011,105
Fund Total: Hamilton CFD Maintenance	(451,523)	(536,712)	(595,939)	(781,105)
Fund: 219 Pointe Marin CFD				
Maint.				
Expenditures				
500 - Salaries & Wages	\$67,389	\$85,289	-	-
510 - Employee Benefits	31,255	35,564	-	-
520 - Professional Services	300	300	316	288,351
530 - Rentals & Leases	-	-	-	-
535 - Repairs & Maintenance	2,785	2,953	2,953	-
537 - Materials & Supplies	3,500	3,500	3,742	3,742
540 - Utilities	25,700	27,617	29,081	21,719
690 - Other Expenses	6,500	7,368	-	-
Expenditure Totals	\$137,429	\$162,591	\$36,092	\$313,812
Fund Total: Pointe Marin CFD Maint.	(137,429)	(162,591)	(36,092)	(313,812)
Fund: 222 LAD-San Marin				
Expenditures				
520 - Professional Services	\$41,977	\$53,849	\$56,703	\$78,446
525 - Intergov. Services	3,170	3,234	3,405	3,234
537 - Materials & Supplies	450	-	-	-
540 - Utilities	17,614	17,029	17,932	17,650
690 - Other Expenses	3,037	3,600	3,600	732
Expenditure Totals	\$66,248	\$77,712	\$81,640	\$100,062
Fund Total: LAD-San Marin	(66,248)	(77,712)	(81,640)	(100,062)

Public Works Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 224 LAD-Wildwood Glen				
Expenditures				
520 - Professional Services	500	6,500	6,845	7,345
525 - Intergovernmental Services	95	94	99	94
537 - Materials & Supplies	300	-	-	-
540 - Utilities	3,655	5,136	5,409	5,420
690 - Other Expenses	-	800	800	398
Expenditure Totals	4,550	12,530	13,153	13,257
Fund Total: LAD-Wildwood Glen	(4,550)	(12,530)	(13,153)	(13,257)
Fund: 225 LAD-Hillside				
Expenditures				
520 - Professional Services	(\$5,051)	\$22,143	\$23,317	\$19,510
525 - Intergovernmental Services	-	136	143	136
537 - Materials & Supplies	300	-	-	-
540 - Utilities	6,000	11,000	12,636	9,169
690 - Other Expenses	2,500	800	800	488
Expenditure Totals	\$3,749	\$34,079	\$36,896	\$29,303
Fund Total: LAD-Hillside	(3,749)	(34,079)	(36,896)	(29,303)
Fund: 226 Light & LAD-Downtown				
Expenditures				
540 - Utilities	\$3,300	\$4,323	\$4,323	\$4,323
Expenditure Totals	\$3,300	\$4,323	\$4,323	\$4,323
Fund Total: Light & LAD-Downtown	(3,300)	(4,323)	(4,323)	(4,323)
Fund: 227 LAD-San Pablo				
Expenditures				
520 - Professional Services	\$23,000	\$10,808	\$11,381	\$13,614
525 - Intergovernmental Services	40	38	40	40
537 - Materials & Supplies	200	-	-	-
540 - Utilities	6,078	5,085	5,355	6,501
690 - Other Expenses	1,801	1,992	1,992	12,000
Expenditure Totals	\$31,119	\$17,923	\$18,768	\$32,155
Fund Total: LAD-San Pablo	(31,119)	(17,923)	(18,768)	(32,155)

Public Works Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 237 Park Measure A				
Expenditures				
520 - Professional Services	\$43,707	\$121,720	\$71,720	-
535 - Repairs & Maintenance	4,093	4,093	4,093	-
537 - Materials & Supplies	97,070	97,070	97,070	-
540 - Utilities	218,562	238,732	3,431	-
Expenditure Totals	\$363,432	\$461,615	\$176,314	-
Fund Total: Park Measure A	(363,432)	(461,615)	(176,314)	-
Fund: 245 American Rescue Plan				
Expenditures				
500 - Salaries & Wages	\$79,000	\$154,500	-	-
520 - Professional Services	384,355	200,000	-	-
537 - Materials & Supplies	50,000	52,730	-	-
Expenditure Totals	\$513,355	\$407,230	-	-
Fund Total: American Rescue Plan	(513,355)	(407,230)	-	-
Fund: 601 Equipment Maintenance				
Revenue				
490 - Other	871,483	987,926	987,926	987,926
Revenue Totals	871,483	987,926	987,926	987,926
Expenditures				
500 - Salaries & Wages	315,266	391,206	352,983	355,275
510 - Employee Benefits	86,781	120,669	99,854	102,565
520 - Professional Services	3,200	3,200	3,200	5,000
525 - Intergovernmental Services	9,030	9,030	9,030	8,030
528 - Training & Travel	1,250	1,250	1,250	1,250
535 - Repairs & Maintenance	78,102	69,212	69,212	67,579
537 - Materials & Supplies	334,490	349,490	378,000	283,000
690 - Other Expenses	29,384	29,798	29,798	34,443
Expenditure Totals	857,503	973,855	943,327	857,142
Fund Total: Equipment Maintenance	13,980	14,071	44,599	130,784

Public Works Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 602 Equipment Replacement				
Revenue				
490 - Other	\$578,566	\$612,808	\$612,808	\$710,000
Revenue Totals	\$578,566	\$612,808	\$612,808	\$710,000
Expenditures				
525 - Intergov. Services	\$270,100	\$306,166	\$306,166	\$382,244
537 - Materials & Supplies	-	5,000	5,000	5,000
570 - Capital Expenses	700,000	380,033	889,232	573,708
600 - Debt Service	25,412	-	-	-
Expenditure Totals	\$995,512	\$691,199	\$1,200,398	\$960,952
Fund Total: Equipment Replacement	(416,946)	(78,391)	(587,590)	(250,952)
Revenue Grand Totals:	2,033,814	2,464,766	2,144,634	2,266,826
Expenditure Grand Totals:	11,941,088	12,511,548	12,275,404	12,697,168
Net Grand Totals:	(9,907,274)	(10,046,782)	(10,130,770)	(10,430,342)

Parks, Recreation and Community Services

The Parks, Recreation, and Community Services Department (PRCS) provides a wide variety of programs, services, events, recreational opportunities, and facilities that enhance the quality of life for all residents. Through these social and recreational activities, PRCS strives to foster a sense of community in Novato and provides opportunities for all ages to be healthy and active.

Department Mission Statement

The mission of the Parks, Recreation and Community Services Department is to enrich individual and community life.

Department Programs

Administration

The Administration Division manages and oversees all PRCS programs, activities, facilities, and community outreach efforts. Administration oversees program registration and software; facility reservations and use policies; development and disbursement of the seasonal digital activity guides; community outreach and engagement; oversight of the Art-In-Public-Places Program; grants; community partnerships and agreements, and the planning, acquisition, and development of parks, recreation, and cultural facilities.

Athletics

The Athletics Division offers year-round recreational sports programs and leagues for youth and adults. Sports activities include instructional, recreational, and competitive programs. PRCS emphasizes learning fundamental skills before competing, developing a sense of fair play, encouraging a love for the game and participation in active recreation that supports life-long health and wellness. Staff also manages athletic facility use and rentals of 2 gymnasiums, 6 multi-use fields, 4 softball/baseball fields, 6 bocce courts, 4 outdoor tennis courts, and 6 outdoor pickleball courts throughout the year.

Aquatics

The Aquatics Division is responsible for oversight and operation of the Hamilton Community Pool and is the newest division under the Parks, Recreation & Community Services Department. Previously operated under a Use Agreement with the City of San Rafael, the City of Novato reclaimed operation of the Hamilton Community Pool in 2023 under the Parks, Recreation & Community Services Department. Aquatics activities and programs offered to the community include instructional learn-to-swim classes, First Aid, CPR and Lifeguard Certification courses as well as recreational swim programming for all ages. Facility and picnic rentals are also managed at this site.

Gymnastics

Gymnastics programming is offered year around in the Department's 10,000 square foot, dedicated gymnastics facility. Experienced staff provide movement education and gymnastics instruction to youth of all ages and abilities. Home to hundreds of participants and the Novato Gymnastics Team, the Novato Gymnastics Center offers high quality instruction and programs focused on building self-esteem, safety, technique, and foundation

of skills. Novato Gymnastics Center was voted Best Children's Indoor Sports Center in Marin County in 2023, 2022, 2019, 2018 and 2017 by Pacific Sun Readers.

Senior Citizens Programs

The Senior Citizens program is operated at the Margaret Todd Senior Center (MTSC) where: "We believe that active and engaged adults live healthier, happier lives." MTSC offers enrichment and fitness classes, special events, game groups, and outreach services that bring people together, encourage social connections, and create new learning experiences. The facility is also the City's largest rentable indoor community space and is reserved throughout the year for private events. This division also manages and oversees rentals of the Hill Community Room, adjacent to the Senior Center.

Special Events

The Special Events Division provides year-round community events for all ages. Core events offered by this division include Movies in the Park, Concerts on the Green, Hamilton Hot Amphitheater Nights Concerts, Youth Magic Shows, Community Flea Markets, the Holiday Crafts Faire and other seasonal celebrations.

Youth Enrichment

The Youth Enrichment Division oversees year around enrichment opportunities for youth participants of all ages including educational, social, and recreational classes, week-long summer day camps and single-day program offerings during holidays and vacation weeks. The Youth Enrichment Division also manages facility rental of the Hamilton Community Center, Downtown Recreation Center and Pocket Park.

Department Goals

- Develop and implement a comprehensive program and facility rental customer evaluation process for indoor and outdoor recreation facilities and all recreation programming divisions.
- Explore opportunities to increase and enhance programming for younger age groups (2, 3 and 4 years) in the afternoons/evenings at the Novato Gymnastics Center.
- Invest in the future of gymnastics programming by coordinating and implementing a volunteer instructor program for teens ages 13, 14 and 15 to develop potential part-time gymnastics instructors.
- Organize and host quarterly trainings for part-time gymnastics instructors to address deficiencies, enhance program operations and promote staff growth and professional development.
- Coordinate and implement an in-house clinic for permanent benefitted gymnastics instructors to gain proficiency and confidence coaching USA Gymnastics Developmental Levels 2, 3 and 4.
- Coordinate celebration for the 25 Year Anniversary of the Novato Gymnastics Center.
- Develop and implement a new event designed to meet the needs and interests of the adaptive and special needs community.
- Provide three new youth camps during NUSD closures, i.e. Winter Break, Mid-Winter Break or Spring Break.
- Develop and implement an indoor pickleball program to enhance opportunities for adults to participate in recreational athletics.
- Offer one new youth basketball program to enhance opportunities for youth to participate in recreational athletics.
- Continue to increase older adult class offerings by developing three new programs.

- Increase older adult outreach by developing and distributing one informational brochure to be mailed to all Novato households, promoting the 2025 senior center membership, activities, and services offered at Margaret Todd Senior Center.
- Organize and host three, one-hour, health and wellness workshops at Margaret Todd Senior Center to enhance community engagement, provide valuable information to attendees, and promote the Center's offerings and resources.
- Invest in the future of aquatic programming by coordinating and implementing a Junior Swim Instructor program for teens ages 13 and 14 to develop potential swim instructors.
- Offer one new Red Cross Lifeguard Instructor course to expand the pool of qualified instructors.
- Develop and offer a new water aerobics class for adults and seniors at the Hamilton Pool.

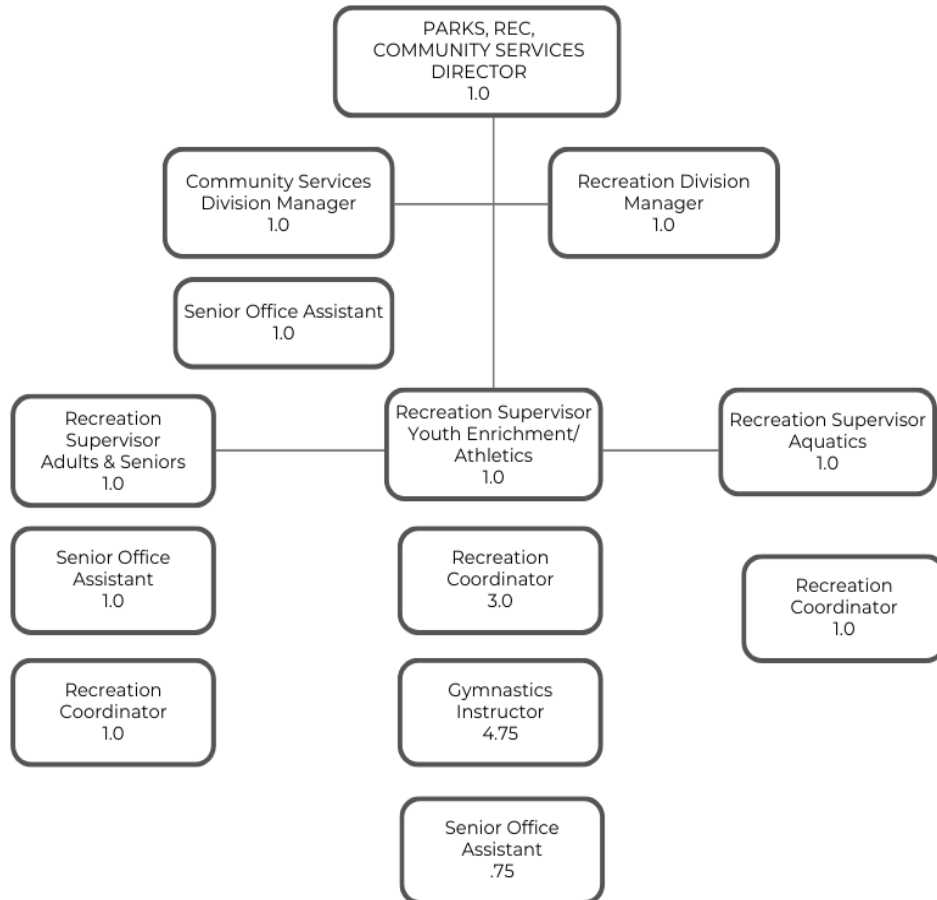
Budget Highlights

- Increased senior programming participation and revenue associated with distribution of annual Senior Services Promotional Brochure Mailer to all households in Novato.
- Gymnastics programming participation exceeding pre-pandemic numbers, resulting in increased revenue due to retention of qualified part time staff and expanded program offerings.
- Shift in expenditures to accommodate increase in part time-hourly salaries for Aquatics to support expanded fall season.
- Expansion of contracted Youth Enrichment and Athletics programs, previously offered in-house, resulting in increased program offerings, increased revenue and reduced operating costs.
- Increased park rental revenue due to completed development of new online facility reservation inquiry website (novato.org/rentnovatofun) to support community demand for reservations.
- Parks Master Plan complete in FY24/25, reducing the overall budget.

Department Staffing

Staffing	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Administration	3.61	4.00	4.00	4.00
Youth Enrichment Programs	1.20	1.00	1.00	1.00
Senior Citizens	1.85	2.0	2.00	2.00
Athletics	9.54	9.0	9.50	9.50
Aquatics	0.00	2.00	2.00	2.00
Parks Measure A	0.00	0.00	0.00	0.00
Total Staffing	16.20	18.0	18.50	18.50

Organizational Chart



Department Budget

Parks, Recreation & Community Services Budget by Division

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Revenue				
PRCS Administration	\$69,044	\$105,600	\$158,130	\$162,630
Activities Guide	2,000	3,500	4,200	4,200
Hamilton Pool	-	117,880	327,464	327,464
Youth Enrichment	234,420	351,504	357,125	407,125
Senior Citizens Program Admin.	45,593	46,368	61,194	63,279
Senior Citizens Classes	62,000	85,250	85,250	90,250
Athletics Programs	465,048	523,179	549,566	602,206
Gymnastics	680,244	769,575	817,999	926,115
Revenue Totals	\$1,558,349	\$2,002,856	\$2,360,928	\$2,583,269
Expenditures				
PRCS Administration	\$385,022	\$756,539	\$1,178,379	\$776,808
Activities Guide	7,247	11,253	-	-
Hamilton Pool	-	201,500	418,347	463,236
PRCS Special Events	151,391	239,091	136,361	52,537
Youth Enrichment	408,070	415,139	465,583	414,466
Senior Citizens Program Admin.	251,632	298,869	247,382	328,563
Senior Citizens Classes	137,718	63,795	136,615	150,868
Athletics Programs	545,674	524,088	314,321	583,391
Gymnastics	960,876	1,023,623	1,102,103	1,027,426
Expenditure Totals	\$2,847,630	\$3,533,897	\$3,999,091	\$3,797,295

Parks, Recreation & Community Services Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 101 General Fund				
Revenue				
440 - Charges for Services	\$1,275,805	\$1,699,819	\$2,029,177	\$2,247,518
460 - Use of Money & Property	267,544	299,537	327,551	331,551
490 - Other	15,000	3,500	4,200	4,200
Revenue Totals	\$ 1,558,349	\$2,002,856	\$ 2,360,928	\$2,583,269
Expenditures				
500 - Salaries & Wages	\$1,944,043	\$2,213,371	\$2,566,873	\$2,511,055
510 - Employee Benefits	429,569	427,298	454,775	517,230
520 - Professional Services	143,827	488,827	660,685	425,000
525 - Intergovernmental Services	3,367	3,367	3,367	10,900
528 - Training & Travel	20,970	23,470	19,425	21,503
530 - Rentals & Leases	6,397	6,397	6,397	6,397
535 - Repairs & Maintenance	70,976	51,182	49,182	50,670
537 - Materials & Supplies	140,421	203,230	211,985	203,400
540 - Utilities	16,600	20,185	22,302	28,750
570 - Capital Expenses	-	-	(16,470)	-
690 - Other Expenses	14,960	20,570	20,570	22,390
Expenditure Totals	\$2,791,130	\$3,457,897	\$ 3,999,091	\$3,797,295
Fund Total: General Fund	(1,232,781)	(1,455,041)	(1,638,163)	(1,214,026)
Fund: 237 Park Measure A				
Expenditures				
520 - Professional Services	\$20,500	\$20,500	-	-
537 - Materials & Supplies	12,000	12,000	-	-
Expenditure Totals	\$32,500	\$32,500	-	-
Fund Total: Park Measure A	(32,500)	(32,500)	-	-

Parks, Recreation & Community Services Budget by Fund

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 245 American Rescue Plan				
Expenditures				
500 - Salaries & Wages	\$24,000	\$43,500	-	-
Expenditure Totals	\$24,000	\$43,500	-	-
Fund Total: American Rescue Plan	(24,000)	(43,500)	-	-
Revenue Grand Totals:	1,558,349	2,002,856	2,360,928	2,583,269
Expenditure Grand Totals:	2,847,630	3,533,897	3,999,091	3,797,295
Net Grand Totals:	(1,289,281)	(1,531,041)	(1,638,163)	(1,214,026)

Adopted Budget 2024-25

NON-GENERAL FUND BUDGETS



CITY OF NOVATO
CALIFORNIA

**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget

Fund: 111 Measure F Sales Tax

This fund was used to account for revenues and expenses from Measure F, a five-year 1/2 cent local sales tax approved by Novato voters in November, 2010. The purpose of Measure F was to offset or prevent additional budget reductions and to maintain or restore vital general fund services. Measure F expired March 31, 2016. This account will remain open until all funds have been spent consistent with the intent of Measure F.

Revenue							
460 - Use of Money & Property	\$	60,000	\$	1,300	\$	-	\$
Revenue Totals	\$	60,000	\$	1,300	\$	-	\$
Expenditures							
520 - Professional Services	\$	(17,644)	\$	-	\$	-	\$
991 - Operating Transfers Out		464,587		806,886		306,859	156,000
Expenditure Totals	\$	446,943	\$	806,886	\$	306,859	\$
Fund Total: Measure F Sales Tax		(386,943)		(805,586)		(306,859)	(156,000)

All Non-General Funds (Revenue and Expense)

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
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Fund: 114 Pension Reserve

This fund was established to stabilize the City's annual pension expense by consistently charging the general fund the "normal cost" as determined by CalPERS. In years where the retirement plans are over-funded and the CalPERS required contribution is less than the normal cost, the difference will be deposited into the fund. Fund balance will be used in years when the required contribution is greater than the normal cost. However, in recent years, this fund has not had sufficient cash to stabilize rates as planned.

Revenue

460 - Use of Money & Property	-	-	\$ 10	\$ 10
Revenue Totals	-	-	\$ 10	\$ 10
Fund Total: Pension Reserve	-	-	10	10

Fund: 115 Insurance Reserve

The purpose of this fund is to set aside cash to pay uninsured losses to city facilities and property. This fund differs from the Self Insurance program operated through a joint powers agreement with other Marin cities which covers liability claims brought against the City.

Revenue

460 - Use of Money & Property	\$ -	\$ 1,500	\$ 7,020	\$ 15,300
891 - Operating Transfer In	1,200,000	-	555,280	-
Revenue Totals	\$ 1,200,000	\$ 1,500	\$ 562,300	\$ 15,300

Expenditures

991 - Operating Transfers Out	\$ 30,000	\$ 30,000	\$ 300,000	\$ -
Expenditure Totals	\$ 30,000	\$ 30,000	\$ 300,000	-
Fund Total: Insurance Reserve	1,170,000	(28,500)	262,300	15,300

**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget

Fund: 116 Emergency & Disaster Reserve

This fund was established to provide a financial buffer during significant economic downturns affecting revenues and or cost intensive response emergencies or disasters. City Council policy requires this fund contain a minimum of 15% of general fund operating expenses. The reserve balance for FY24/25 is projected to be 8.6%, which is below the policy requirement of 15%.

Revenue								
460 - Use of Money & Property	\$	120,000	\$	8,600	\$	66,076	\$	66,076
891 - Operating Transfer In		-		900,000		3,138,958		-
Revenue Totals	\$	120,000	\$	908,600	\$	3,205,034	\$	66,076
Expenditures								
570 - Capital Expenses		-	\$	900,000		-		-
690 - Other Expenses		-		533,275		-		-
991 - Operating Transfers Out		(89,721)		(89,721)		1,288,000		-
Expenditure Totals	\$	(89,721)	\$	1,343,554	\$	1,288,000		-
Fund Total: Emergency & Disaster Reserve		209,721		(434,954)		1,917,034		66,076

All Non-General Funds (Revenue and Expense)

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
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Fund: 117 Civic Center

This fund was created in 1971 to accrue sufficient resources to construct/support a new Civic Center.

Revenue

460 - Use of Money & Property	-	-	\$ 140.00	\$ 140.00
Revenue Totals	-	-	\$ 140.00	\$ 140.00

Expenditures

991 - Operating Transfers Out	\$ 12,433	\$ 12,433	\$ 122,491	-
Expenditure Totals	\$ 12,433.00	\$ 12,433.00	\$ 122,491.00	-
Fund Total: Civic Center	(12,433)	(12,433)	(122,351)	140

Fund: 118 Long-Term Maint-Facilities

The purpose of this fund is to facilitate the maintenance of all the City's buildings and park facilities. Annually the City Council allocates General Fund resources to this fund based on funding needs, ability to implement maintenance projects, other funding sources available, and availability of General Fund resources. For FY24/25, the City Council allocated \$300,000 from a combination of the General Fund and Measure F funds for long-term facility maintenance projects. When programmed for a specific project, funds are transferred to the Capital Improvement Program.

Revenue

460 - Use of Money & Property	\$ 2,800	\$ 2,000	\$ 7,662	\$ 7,662
891 - Operating Transfer In	1,389,062	250,000	320,000	300,000
Revenue Totals	1,391,862	252,000	327,662	307,662

Expenditures

991 - Operating Transfers Out	\$ 324,826	\$ 1,264,311	\$ 1,392,374	\$ 650,000
Expenditure Totals	\$ 324,826	\$ 1,264,311	\$ 1,392,374	\$ 650,000
Fund Total: Long-Term Maint-Facilities	1,067,036	(1,012,311)	(1,064,712)	(342,338)

**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget

Fund: 119 Long-Term Maint-Infrastructure

The purpose of this fund is to facilitate the maintenance of infrastructure including street pavement, traffic signals, streetlights, bridges, retaining walls, multi-use paths and storm drains. Annually the City Council allocates General Fund or other resources to this fund based on funding needs, ability to implement maintenance projects, other funding sources available, and availability of General Fund resources. For FY24/25, the City Council allocated \$300,000 from the General Fund for long-term maintenance infrastructure projects. When programmed for a specific project, funds are transferred to the Capital Improvement Program.

Revenue

460 - Use of Money & Property	\$	7,600		-	\$	1,612	\$	1,612
891 - Operating Transfer In		250,000		250,000		320,000		300,000
Revenue Totals	\$	257,600	\$	250,000	\$	321,612	\$	301,612

Expenditures

991 - Operating Transfers Out	\$	1,030,389	\$	1,406,318	\$	1,274,563	\$	450,000
Expenditure Totals	\$	1,030,389	\$	1,406,318	\$	1,274,563	\$	450,000
Fund Total: Long-Term Maint-Infrastructure		(772,789)		(1,156,318)		(952,951)		(148,388)

**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget

Fund: 210 Affordable Housing Programs

This fund was created by the City Council to fund a variety of affordable housing programs including programs managed by a contract service and the City's purchase and resale of affordable housing units.

Revenue

440 - Charges for Services	\$	258,575	\$	245,000	\$	75,000	\$	110,000
460 - Use of Money & Property		12,750		123,200		138,992		140,992
891 - Operating Transfer In		41,000		41,000		96,443		57,300

Revenue Totals	\$	312,325	\$	409,200	\$	310,435	\$	308,292
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Expenditures

500 - Salaries & Wages	\$	17,157	\$	4,627	\$	4,683	\$	5,548
510 - Employee Benefits		4,062		1,162		1,112		1,250
520 - Professional Services		288,650		288,650		400,000		250,000
690 - Other Expenses		750,000		750,000		479,866		350,000
991 - Operating Transfers Out		836		869		899		931

Expenditure Totals	\$	1,060,705	\$	1,045,308	\$	886,560	\$	607,729
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Fund Total: Affordable Housing Programs		(748,380)		(636,108)		(576,125)		(299,437)
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All Non-General Funds (Revenue and Expense)

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
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Fund: 211 Clean Storm Water

The purpose of this fund is to manage operating revenues and expenditures for Novato's clean stormwater program. The program's goal is to prevent pollutant discharge from entering streets and storm drains before flowing into creeks and wetlands. This revenue is collected through a special property tax assessment.

Revenue

400 - Taxes	\$ 369,000	\$ 369,000	\$ 369,000	\$ 369,000
460 - Use of Money & Property	625	-	496	496
Revenue Totals	\$ 369,625	\$ 369,000	\$ 369,496	\$ 369,496

Expenditures

520 - Professional Services	-	-	\$ 38,320	\$ 51,515
525 - Intergovernmental Services	230,000	230,000	267,051	267,051
537 - Materials & Supplies	15,800	15,800	15,800	7,000
991 - Operating Transfers Out	142,495	120,050	573,800	163,800
Expenditure Totals	\$ 388,295	\$ 365,850	\$ 894,971	\$ 489,366
Fund Total: Clean Storm Water	(18,670)	3,150	(525,475)	(119,870)

Fund: 212 Underground Utilities

This fund accounts for resources used for undergrounding City overhead utilities. Funds are often collected for several years before sufficient to fund a specific project.

Revenue

460 - Use of Money & Property	\$ 8,250	\$ 800	\$ 5,482	\$ 5,482
Revenue Totals	\$ 8,250	\$ 800	\$ 5,482	\$ 5,482

Expenditures

991 - Operating Transfers Out	\$ 274,513	\$ 274,513	\$ 274,513	-
Expenditure Totals	\$ 274,513	\$ 274,513	\$ 274,513	-
Fund Total: Underground Utilities	(266,263)	(273,713)	(269,031)	5,482

All Non-General Funds (Revenue and Expense)

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
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Fund: 214 Subdivision Park (Quimby)

This fund accounts for park in-lieu fees collected from residential subdivision developers to be used for parks and recreation facilities. Revenues will vary depending on residential properties constructed and funds are often collected for several years before sufficient to construct a park project.

Revenue

440 - Charges for Services	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
460 - Use of Money & Property	3,500	600	3,614	3,614
Revenue Totals	\$ 128,500	\$ 125,600	\$ 128,614	\$ 128,614

Expenditures

991 - Operating Transfers Out	\$ 33,733	\$ 520,000	\$ 118,037	-
Expenditure Totals	\$ 33,733	\$ 520,000	\$ 118,037	-
Fund Total: Subdivision Park (Quimby)	94,767	(394,400)	10,577	128,614

Fund: 215 Art in Public Places

This fund accounts for fees paid by developers to be used for public art projects. Funds are often collected for several years before sufficient to construct a specific project.

Revenue

440 - Charges for Services	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
460 - Use of Money & Property	1,125	300	1,854	1,854
Revenue Totals	\$ 11,125	\$ 10,300	\$ 11,854	\$ 11,854

Expenditures

991 - Operating Transfers Out	\$ 21,401	\$ 49,800	\$ 41,455	-
Expenditure Totals	\$ 21,401	\$ 49,800	\$ 41,455	-
Fund Total: Art in Public Places	(10,276)	(39,500)	(29,601)	11,854

**All Non-General Funds
(Revenue and Expense)**

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 216 General Plan Surcharge				
The General Plan Surcharge fund was created to account for fees collected from developers that are restricted in use for updates to the City's General Plan.				
Revenue				
440 - Charges for Services	\$ 65,000	\$ 80,000	\$ 71,585	\$ 71,585
460 - Use of Money & Property	2,900	600	2,916	2,916
Revenue Totals	\$ 67,900	\$ 80,600	\$ 74,501	\$ 74,501
Expenditures				
520 - Professional Services	\$ 7,500	-	-	-
991 - Operating Transfers Out	-	250,000	-	-
Expenditure Totals	\$ 7,500	\$ 250,000	-	-
Fund Total: General Plan Surcharge	60,400	(169,400)	74,501	74,501

**All Non-General Funds
(Revenue and Expense)**

FY21/22	FY22/23	FY23/24	FY24/25
Amended	Amended	Amended	Adopted
Budget	Budget	Budget	Budget

Fund: 217 Automation Surcharge

This fund was created to account for the surcharge collected from developers to cover a portion of the costs for maintenance of the City's building and development permit software.

Revenue

440 - Charges for Services	\$	77,200	\$	77,200	\$	76,585	\$	76,585
460 - Use of Money & Property		785		-		476		476
Revenue Totals	\$	77,985	\$	77,200	\$	77,061	\$	77,061

Expenditures

500 - Salaries & Wages	\$	46,154	\$	55,236	\$	52,993	\$	60,755
510 - Employee Benefits		10,621		7,746		12,769		15,506
520 - Professional Services		6,700		6,700		40,000		40,000
535 - Repairs & Maintenance		43,750		68,750		68,750		68,750
991 - Operating Transfers Out		2,605		2,708		2,799		2,898
Expenditure Totals	\$	109,830	\$	141,140	\$	177,311	\$	187,909
Fund Total: Automation Surcharge		(31,845)		(63,940)		(100,250)		(110,848)

**All Non-General Funds
(Revenue and Expense)**

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 218 Hamilton CFD Maintenance				
This fund was established to account for the special tax assessment for landscaping, pump and levee maintenance in the Hamilton Community Facilities District.				
Revenue				
400 - Taxes	\$ 566,110	\$ 566,110	\$ 596,113	\$ 771,217
460 - Use of Money & Property	1,488	-	6,780	6,780
490 - Other	230,000	230,000	230,000	230,000
891 - Operating Transfer In	9,000	9,000	9,000	-
Revenue Totals	\$ 806,598	\$ 805,110	\$ 841,893	\$ 1,007,997
Expenditures				
500 - Salaries & Wages	\$ 309,574	\$ 357,669	\$ 227,782	\$ 386,874
510 - Employee Benefits	83,478	105,401	112,361	122,713
520 - Professional Services	54,000	54,000	123,014	269,500
535 - Repairs & Maintenance	25,304	25,503	26,298	27,109
537 - Materials & Supplies	33,417	33,417	34,817	21,106
540 - Utilities	129,500	142,200	149,724	145,914
690 - Other Expenses	46,250	48,522	53,161	37,889
991 - Operating Transfers Out	259,979	510,153	261,749	12,755
Expenditure Totals	\$ 941,502	\$ 1,276,865	\$ 988,906	\$ 1,023,860
Fund Total: Hamilton CFD Maintenance	(134,904)	(471,755)	(147,013)	(15,863)

**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget
Fund: 219 Pointe Marin CFD Maint.							
This fund was established to account for the special tax assessment for landscaping maintenance in the Pointe Marin Community Facilities District.							
Revenue							
400 - Taxes	\$ 191,698		\$ 191,698		\$ 201,856		\$ 201,856
460 - Use of Money & Property	4,550		600		6,946		6,946
Revenue Totals	\$ 196,248		\$ 192,298		\$ 208,802		\$ 208,802
Expenditures							
500 - Salaries & Wages	\$ 67,389		\$ 85,289		-		-
510 - Employee Benefits	31,255		35,564		-		-
520 - Professional Services	300		300		316		288,351
535 - Repairs & Maintenance	2,785		2,953		2,953		-
537 - Materials & Supplies	3,500		3,500		3,742		3,742
540 - Utilities	25,700		27,617		29,081		21,719
690 - Other Expenses	6,500		7,368		-		-
991 - Operating Transfers Out	7,146		7,428		7,677		7,949
Expenditure Totals	\$ 144,575		\$ 170,019		\$ 43,769		\$ 321,761
Fund Total: Pointe Marin CFD Maint.	51,673		22,279		165,033		(112,959)

All Non-General Funds (Revenue and Expense)

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 220 Hamilton Art Center				
This fund accounts for the revenues received and administration and maintenance expenses of the Hamilton Arts Center.				
Revenue				
460 - Use of Money & Property	\$ 455,000	\$ 451,200	\$ 592,333	\$ 559,566
Revenue Totals	\$ 455,000	\$ 451,200	\$ 592,333	\$ 559,566
Expenditures				
520 - Professional Services	\$ -	\$ -	\$ -	\$ 34,000
535 - Repairs & Maintenance	275,000	275,000	275,000	333,150
540 - Utilities	-	-	12,160	12,498
991 - Operating Transfers Out	705,623	793,804	781,076	-
Expenditure Totals	\$ 980,623	\$ 1,068,804	\$ 1,068,236	\$ 379,648
Fund Total: Hamilton Art Center	(525,623)	(617,604)	(475,903)	179,918

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 221 Chapter 27 Assessments				
This fund accounts for assessment district activities to complete missing frontage improvements, often in cooperation with property owners.				
Revenue				
440 - Charges for Services	\$ 300	\$ 300	\$ 300	\$ 300
460 - Use of Money & Property	2,300	300	1,558	1,558
Revenue Totals	\$ 2,600	\$ 600	\$ 1,858	\$ 1,858
Expenditures				
991 - Operating Transfers Out	\$ 10,000	\$ 10,000	-	-
Expenditure Totals	\$ 10,000	\$ 10,000	-	-
Fund Total: Chapter 27 Assessments	(7,400)	(9,400)	1,858	1,858

**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget

Fund: 222 LAD-San Marin

This fund accounts for the tax assessment revenues in the San Marin assessment district and associated expenses for median island landscaping.

Revenue

400 - Taxes	\$	67,900	\$	70,751	\$	74,501	\$	78,212
460 - Use of Money & Property		600		-		428		304
Revenue Totals	\$	68,500	\$	70,751	\$	74,929	\$	78,516

Expenditures

520 - Professional Services	\$	41,977	\$	53,849	\$	56,703	\$	78,446
525 - Intergovernmental Services		3,170		3,234		3,405		3,234
537 - Materials & Supplies		450		-		-		-
540 - Utilities		17,614		17,029		17,932		17,650
690 - Other Expenses		3,037		3,600		3,600		732
Expenditure Totals	\$	66,248	\$	77,712	\$	81,640	\$	100,062

Fund Total: LAD-San Marin		2,252		(6,961)		(6,711)		(21,546)
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**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget

Fund: 223 LAD-Country Club

This fund was created to account for the collection of tax assessments in the Country Club area which were used for median island landscaping and maintenance. The assessments were discontinued in the 1990s and the remaining funds continue to be retained for future landscape needs.

Revenue

460 - Use of Money & Property	-		-	\$	436	\$	436
Revenue Totals	-		-	\$	436	\$	436
Fund Total: LAD-Country Club	-		-		436		436

Fund: 224 LAD-Wildwood Glen

This fund accounts for the tax assessment revenues in the Wildwood Glen assessment district and associated expenses for median island landscaping.

Revenue

400 - Taxes	\$	10,872	\$	11,661	\$	12,279	\$	12,918
460 - Use of Money & Property		100		-		14		18
Revenue Totals	\$	10,972	\$	11,661	\$	12,293	\$	12,936

Expenditures

520 - Professional Services	\$	500	\$	6,500	\$	6,845	\$	7,345
525 - Intergovernmental Services		95		94		99		94
537 - Materials & Supplies		300		-		-		-
540 - Utilities		3,655		5,136		5,409		5,420
690 - Other Expenses		-		800		800		398
Expenditure Totals	\$	4,550	\$	12,530	\$	13,153	\$	13,257
Fund Total: LAD-Wildwood Glen		6,422		(869)		(860)		(321)

**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget

Fund: 225 LAD-Hillside

This fund accounts for the tax assessment revenues in the Hillside assessment district and associated expenses for median island landscaping.

Revenue

400 - Taxes	\$	23,575	\$	26,589	\$	27,998	\$	29,482
460 - Use of Money & Property		680		-		162		488
Revenue Totals	\$	24,255	\$	26,589	\$	28,160	\$	29,970

Expenditures

520 - Professional Services	\$	(5,051)	\$	22,143	\$	23,317	\$	19,510
525 - Intergovernmental Services		-		136		143		136
537 - Materials & Supplies		300		-		-		-
540 - Utilities		6,000		11,000		12,636		9,169
690 - Other Expenses		2,500		800		800		488
Expenditure Totals	\$	3,749	\$	34,079	\$	36,896	\$	29,303

Fund Total: LAD-Hillside		20,506		(7,490)		(8,736)		667
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**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget
Fund: 226 Light & LAD-Downtown							
This fund accounts for the tax assessment revenues in the downtown area and associated expenses for street lighting and landscaping.							
Revenue							
400 - Taxes	\$	6,685	\$	6,685	\$	6,685	\$ 6,685
460 - Use of Money & Property		1,025		-		764	764
Revenue Totals	\$	7,710	\$	6,685	\$	7,449	\$ 7,449
Expenditures							
540 - Utilities	\$	3,300	\$	4,323	\$	4,323	\$ 4,323
Expenditure Totals	\$	3,300	\$	4,323	\$	4,323	\$ 4,323
Fund Total: Light & LAD-Downtown		4,410		2,362		3,126	3,126

Fund: 227 LAD-San Pablo							
This fund accounts for the tax assessment revenues in the San Pablo assessment district and associated expenses for landscaping.							
Revenue							
400 - Taxes	\$	14,256	\$	16,345	\$	17,212	\$ 17,342
460 - Use of Money & Property		470		-		442	335
Revenue Totals	\$	14,726	\$	16,345	\$	17,654	\$ 17,677
Expenditures							
520 - Professional Services	\$	23,000	\$	10,808	\$	11,381	\$ 13,614
525 - Intergovernmental Services		40		38		40	40
537 - Materials & Supplies		200		-		-	-
540 - Utilities		6,078		5,085		5,355	6,501
690 - Other Expenses		1,801		1,992		1,992	12,000
991 - Operating Transfers Out		9,000		9,000		9,000	11,700
Expenditure Totals	\$	40,119	\$	26,923	\$	27,768	\$ 43,855
Fund Total: LAD-San Pablo		(25,393)		(10,578)		(10,114)	(26,178)

**All Non-General Funds
(Revenue and Expense)**

	FY21/22	FY22/23	FY23/24	FY24/25
	Amended	Amended	Amended	Adopted
	Budget	Budget	Budget	Budget

Fund: 228 Scottsdale AD

This fund accounts for the tax assessment revenues in the Scottsdale assessment district and associated expenses for landscaping. This District was discontinued and remaining funds are retained for future landscaping needs.

Revenue

460 - Use of Money & Property	-	-	\$ 64	\$ 64
Revenue Totals	-	-	\$ 64	\$ 64
Fund Total: Scottsdale AD	-	-	64	64

Fund: 229 State Gas Tax

The Gas Tax fund accounts for the City's share of gas tax revenues distributed by the State of California. Gas tax funds may only be used for eligible projects to maintain and improve streets, street lighting, signals, sidewalks, and related facilities. Funds are transferred to the Capital Improvement program annually for project implementation and to the operating budget for ongoing street maintenance needs.

Revenue

430 - Intergovernmental	\$ 2,341,814	\$ 2,789,972	\$ 3,182,775	\$ 2,830,687
460 - Use of Money & Property	14,000	3,200	3,456	3,456
Revenue Totals	\$ 2,355,814	\$ 2,793,172	\$ 3,186,231	\$ 2,834,143

Expenditures

991 - Operating Transfers Out	\$ 3,421,879	\$ 3,984,546	\$ 5,074,574	\$ 3,072,861
Expenditure Totals	\$ 3,421,879	\$ 3,984,546	\$ 5,074,574	\$ 3,072,861

Fund Total: State Gas Tax	(1,066,065)	(1,191,374)	(1,888,343)	(238,718)
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**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget

Fund: 231 Special Police Projects

This fund accounts for special police projects and programs that are funded by grants or other resources that cannot be included in the General Fund budget. This includes crime prevention, child abuse prevention and response, DARE, secret witness, asset seizure and other programs.

Revenue

430 - Intergovernmental	\$	107,000	\$	208,000	\$	122,500	\$	138,500
460 - Use of Money & Property		2,000		300		-		-
490 - Other		68,000		2,500		100,500		1,000
891 - Operating Transfer In		7,000		7,000		-		-
Revenue Totals	\$	184,000	\$	217,800	\$	223,000	\$	139,500

Expenditures

500 - Salaries & Wages	\$	100,000	\$	85,000	\$	225,000	\$	113,000
528 - Training & Travel		-		-		-		3,000
537 - Materials & Supplies		10,000		10,000		10,000		28,000
690 - Other Expenses		-		-		-		10,000
Expenditure Totals	\$	110,000	\$	95,000	\$	235,000	\$	154,000

Fund Total: Special Police Projects		74,000		122,800		(12,000)		(14,500)
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**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget

Fund: 232 State COPS Grant

This fund is used to track revenues and expenditures associated with the State Citizens Option for Public Safety (COPS) grant, which funds front-line police operations.

Revenue

430 - Intergovernmental	\$	135,000	\$	150,000	\$	150,000	\$	150,000
Revenue Totals	\$	135,000	\$	150,000	\$	150,000	\$	150,000

Expenditures

537 - Materials & Supplies	70,000	60,000	60,000	60,000
570 - Capital Expenses	150,000	145,000	162,700	162,700
Expenditure Totals	220,000	205,000	222,700	222,700
Fund Total: State COPS Grant	(85,000)	(55,000)	(72,700)	(72,700)

**All Non-General Funds
(Revenue and Expense)**

	FY21/22	FY22/23	FY23/24	FY24/25
	Amended	Amended	Amended	Adopted
	Budget	Budget	Budget	Budget

Fund: 233 Operating Grants

This fund accounts for revenues and expenditures related to operating grants not included elsewhere in the budget, including the CalRecycle grant to encourage recycling and waste reduction.

Revenue

460 - Use of Money & Property	\$	355	-	-	-
Revenue Totals	\$	355	-	-	-

Expenditures

991 - Operating Transfers Out	\$	(125,000)	-	\$ 24,125	-
Expenditure Totals	\$	(125,000)	-	\$ 24,125	-

Fund Total: Operating Grants		125,355	-	(24,125)	-
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Fund: 234 Capital Grants

This fund accounts for revenues and expenditures related to state and federal grants for capital projects, including Transportation Authority of Marin grants.

Revenue

430 - Intergovernmental	\$	790,000	\$	790,000	\$	5,020,000	\$	5,020,000
Revenue Totals	\$	790,000	\$	790,000	\$	5,020,000	\$	5,020,000

Expenditures

991 - Operating Transfers Out	\$	5,129,995	\$	5,124,713	\$	5,091,218	-
Expenditure Totals	\$	5,129,995	\$	5,124,713	\$	5,091,218	-

Fund Total: Capital Grants		(4,339,995)	(4,334,713)	(71,218)	5,020,000
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All Non-General Funds (Revenue and Expense)

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
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Fund: 235 Marin VRF

This fund accounts for revenues from a \$10 vehicle registration fee assessed annually on each vehicle registered in the County. Funds are distributed from the County to the City every three years and used for street related improvement projects. Funds may be collected for several years before before being allocated to a specific project.

Revenue

430 - Intergovernmental	-	\$ 407,317	-	-
460 - Use of Money & Property	\$ 4,260	-	\$ 2,878	\$ 2,878
Revenue Totals	\$ 4,260	\$ 407,317	\$ 2,878	\$ 2,878

Expenditures

991 - Operating Transfers Out	\$ 335,681	\$ 310,507	\$ 121,624	\$ 511,000
Expenditure Totals	\$ 335,681	\$ 310,507	\$ 121,624	\$ 511,000
Fund Total: Marin VRF	(331,421)	96,810	(118,746)	(508,122)

Fund: 236 Streets Measure A

The fund accounts for revenues received from Measure A for local streets and roads. The funds are received from the Transportation Agency of Marin and transferred to the Capital Improvement Program for specific street improvement or maintenance projects.

Revenue

400 - Taxes	\$ 1,939,961	\$ 1,939,961	\$ 6,054,021	\$ 1,178,648
460 - Use of Money & Property	16,250	-	-	-
Revenue Totals	\$ 1,956,211	\$ 1,939,961	\$ 6,054,021	\$ 1,178,648

Expenditures

991 - Operating Transfers Out	\$ 3,344,970	\$ 3,845,108	\$ 9,201,253	\$ 1,053,919
Expenditure Totals	\$ 3,344,970	\$ 3,845,108	\$ 9,201,253	\$ 1,053,919
Fund Total: Streets Measure A	(1,388,759)	(1,905,147)	(3,147,232)	124,729

**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget

Fund: 237 Park Measure A

This fund accounts for revenues received from Measure A, the Marin Parks, Open Space and Farmland Preservation ballot measure approved by voters in 2012. Measure A, which increased sales tax by 1/4 cent county wide, is used to assist Marin's municipalities in managing parks, open space, recreation programs and vegetation to promote biodiversity and reduce wildfire risk. In June 2022 Measure A, was renewed by voters and re-implemented for a period of nine years.

Revenue

400 - Taxes	\$	400,000	\$	186,000	\$	496,688	\$	496,688
460 - Use of Money & Property		2,310		500		3,082		3,082
		Revenue Totals \$		\$ 402,310		\$ 499,770		\$ 499,770

Expenditures

520 - Professional Services	\$	64,207	\$	142,220	\$	71,720	\$	-
528 - Training & Travel		-		-		-		-
535 - Repairs & Maintenance		4,093		4,093		4,093		-
537 - Materials & Supplies		109,070		109,070		97,070		-
540 - Utilities		218,562		238,732		3,431		-
991 - Operating Transfers Out		174,089		224,089		349,089		433,448
		Expenditure Totals \$		\$ 570,021		\$ 525,403		\$ 433,448
Fund Total: Park Measure A		(167,711)		(531,704)		(25,633)		66,322

All Non-General Funds (Revenue and Expense)

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
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Fund: 238 Clean Stormwater CIP

This fund accounts for capital projects, including maintenance and emergency response, in connection with the City's Clean Storm Water program.

Revenue

460 - Use of Money & Property	\$ 2,460	\$ 500	\$ 2,848	\$ 2,848
891 - Operating Transfer In	46,250	46,250	-	90,000
Revenue Totals	\$ 48,710	\$ 46,750	\$ 2,848	\$ 92,848

Expenditures

991 - Operating Transfers Out	-	-	-	\$ 500,000
Expenditure Totals	-	-	-	\$ 500,000
Fund Total: Clean Stormwater CIP	48,710	46,750	2,848	(407,152)

Fund: 239 Street & Storm Drain Maint.

This fund is used for ongoing maintenance and emergency needs in connection with the City's streets and storm drains.

Revenue

460 - Use of Money & Property	\$ 2,490	\$ 300	\$ 1,652	\$ 1,652
891 - Operating Transfer In	-	-	-	73,800
Revenue Totals	\$ 2,490	\$ 300	\$ 1,652	\$ 75,452

Expenditures

991 - Operating Transfers Out	-	-	-	\$ 73,800
Expenditure Totals	-	-	-	\$ 73,800
Fund Total: Street & Storm Drain Maint.	2,490	300	1,652	1,652

**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget

Fund: 240 Restricted Revenue

This fund accounts for revenues received from developers to be used on future capital projects. Funds are held until sufficient funds have accumulated to fund a specific project.

Expenditures

991 - Operating Transfers Out	\$	1,181,041	\$	1,099,341	\$	408,517	\$	199,682
Expenditure Totals	\$	1,181,041	\$	1,099,341	\$	408,517	\$	199,682
Fund Total: Restricted Revenue		(1,181,041)		(1,099,341)		(408,517)		(199,682)

Fund: 241 Development Impact Fees

This fund was established by the City Council and is used to account for impact fees paid by real estate developers. The resources are used in conjunction with other City funds to complete public facilities as identified in the Development Impact Fee report.

Revenue

440 - Charges for Services	\$	250,000	\$	250,000	\$	250,000	\$	250,000
460 - Use of Money & Property		120,000		15,700		102,288		102,288
Revenue Totals	\$	370,000	\$	265,700	\$	352,288	\$	352,288

Expenditures

991 - Operating Transfers Out		1,546,967		1,440,345		2,324,665		930,000
Expenditure Totals		1,546,967		1,440,345		2,324,665		930,000
Fund Total: Development Impact Fees		(1,176,967)		(1,174,645)		(1,972,377)		(577,712)

**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget
Fund: 243 NPFA							
This fund accounts for operational transactions of certain city properties, including the Gymnastics/Downtown Community Center building and properties at Hamilton Field.							
Revenue							
460 - Use of Money & Property	\$	198,950	\$	42,000	\$	42,722	\$ 51,537
Revenue Totals	\$	198,950	\$	42,000	\$	42,722	\$ 51,537
Expenditures							
535 - Repairs & Maintenance	\$	65,582	\$	65,582	\$	65,582	\$ 25,689
540 - Utilities		6,400		7,748		8,372	8,372
600 - Debt Service		-		51,581		51,581	51,581
991 - Operating Transfers Out		13,000		2,098,000		13,000	13,000
Expenditure Totals	\$	84,982	\$	2,222,911	\$	138,535	\$ 98,642
Fund Total: NPFA		113,968		(2,180,911)		(95,813)	(47,105)

**All Non-General Funds
(Revenue and Expense)**

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 245 American Rescue Plan				
<p>This fund accounts for revenues and expenses associated with the federally-funded American Rescue Plan. The program is designed to assist communities in recovering from the economic and other impacts of the COVID-19 pandemic.</p>				
Revenue				
430 - Intergovernmental	\$ 4,556,475	-	-	-
460 - Use of Money & Property	-	-	18,090	18,090
490 - Other	4,556,475	1,822,730	-	-
Revenue Totals	\$ 9,112,950	\$ 1,822,730	\$ 18,090	\$ 18,090
Expenditures				
500 - Salaries & Wages	\$ 288,000	\$ 570,000	-	-
520 - Professional Services	534,355	200,000	-	-
535 - Repairs & Maintenance	25,000	-	-	-
537 - Materials & Supplies	50,000	52,730	-	-
570 - Capital Expenses	(55,000)	-	-	-
690 - Other Expenses	500,000	-	-	-
991 - Operating Transfers Out	5,841,000	2,277,339	949,994	820,000
Expenditure Totals	\$ 7,183,355	\$ 3,100,069	\$ 949,994	\$ 820,000
Fund Total: American Rescue Plan	1,929,595	(1,277,339)	(931,904)	(801,910)

All Non-General Funds (Revenue and Expense)

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
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Fund: 501 General Obligations Bond

This fund accounts for the accumulation of resources and payment of principal and interest on general obligation bonds from Measure B. These monies were used to fund various capital improvements including street repairs, storm drains, and parks and recreation facilities.

Revenue

400 - Taxes	\$ 1,147,803	\$ 673,367	\$ 35,400	\$ 35,400
460 - Use of Money & Property	15,000	1,700	12,406	10,214
Revenue Totals	\$ 1,162,803	\$ 675,067	\$ 47,806	\$ 45,614

Expenditures

520 - Professional Services	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
600 - Debt Service	1,369,622	685,352	672,998	673,962
690 - Other Expenses	25,000	25,000	25,000	25,000
Expenditure Totals	\$ 1,396,122	\$ 711,852	\$ 699,498	\$ 700,462
Fund Total: General Obligations Bond	(233,319)	(36,785)	(651,692)	(654,848)

Fund: 502 Pension Obligation Bonds

This fund accounts for the accumulation of resources and payment of principal and interest on pension obligation bonds.

Revenue

891 - Operating Transfer In	\$ 1,549,812	\$ 1,611,001	\$ 1,665,000	\$ 1,721,947
Revenue Totals	\$ 1,549,812	\$ 1,611,001	\$ 1,665,000	\$ 1,721,947

Expenditures

520 - Professional Services	\$ 7,000	\$ 6,559	\$ 6,559	\$ 6,559
600 - Debt Service	1,542,812	1,604,442	1,664,253	1,664,253
Expenditure Totals	\$ 1,549,812	\$ 1,611,001	\$ 1,670,812	\$ 1,670,812
Fund Total: Pension Obligation Bonds	-	-	(5,812)	51,135

**All Non-General Funds
(Revenue and Expense)**

FY21/22	FY22/23	FY23/24	FY24/25
Amended	Amended	Amended	Adopted
Budget	Budget	Budget	Budget

Fund: 601 Equipment Maintenance

This internal service fund is used for the purpose of accumulating and spending funds for the operation and maintenance of the City's vehicles, equipment and rolling stock purchased by the City's Vehicle Replacement Fund (602). Resources are generated by charging the user departments fees for the operation and maintenance of equipment and vehicles.

Revenue

490 - Other	\$	871,483	\$	987,926	\$	987,926	\$	857,142	
891 - Operating Transfer In		-		-		14,757		-	
Revenue Totals		\$	871,483	\$	987,926	\$	1,002,683	\$	857,142

Expenditures

500 - Salaries & Wages	\$	315,266	\$	391,206	\$	352,983	\$	355,275	
510 - Employee Benefits		86,781		120,669		99,854		102,565	
520 - Professional Services		3,200		3,200		(8,300)		5,000	
525 - Intergovernmental Services		9,030		9,030		9,030		8,030	
528 - Training & Travel		1,250		1,250		1,250		1,250	
535 - Repairs & Maintenance		78,102		69,212		69,212		67,579	
537 - Materials & Supplies		334,490		349,490		378,000		283,000	
690 - Other Expenses		29,384		29,798		29,798		34,443	
991 - Operating Transfers Out		13,519		14,053		14,524		15,038	
Expenditure Totals		\$	871,022	\$	987,908	\$	946,351	\$	872,180
Fund Total: Equipment Maintenance		461		18		56,332		(15,038)	

**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget

Fund: 602 Equipment Replacement

This internal service fund is used to accumulate and spend money for the acquisition and replacement of city vehicles, rolling stock and other equipment. Revenues are generated from charges to user departments, interest earnings, proceeds from the sale of vehicles and equipment and transfers from other funds. This process allows the City to set aside sufficient funds over time to replace a vehicle or piece of equipment.

Revenue

460 - Use of Money & Property	\$	47,500	\$	3,500	\$	36,646	\$	36,646
490 - Other		583,566		617,808		617,808		715,000
891 - Operating Transfer In		64,446		64,446		-		-
Revenue Totals	\$	695,512	\$	685,754	\$	654,454	\$	751,646

Expenditures

525 - Intergovernmental Services	\$	270,100	\$	306,166	\$	306,166	\$	382,244
537 - Materials & Supplies		-		5,000		5,000		5,000
570 - Capital Expenses		700,000		380,033		584,625		573,708
600 - Debt Service		25,412		-		-		-
Expenditure Totals	\$	995,512	\$	691,199	\$	895,791	\$	960,952

Fund Total: Equipment Replacement		(300,000)		(5,445)		(241,337)		(209,306)
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**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget

Fund: 603 Technology Replacement

This internal service fund is used for the purpose of accumulating and spending funds for replacement and updating of the City's investment in technology and computer resources. Revenues are transferred to this fund from the General Fund or other funding sources as approved by the City Council.

Revenue

460 - Use of Money & Property	\$	3,925	\$	300	\$	1,986	\$	1,986
490 - Other		95,000		95,000		95,000		95,000
891 - Operating Transfer In		-		-		-		-

Revenue Totals	\$	98,925	\$	95,300	\$	96,986	\$	96,986
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Expenditures

570 - Capital Expenses	\$	134,000	\$	134,000	\$	134,000	\$	134,000
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Expenditure Totals	\$	134,000	\$	134,000	\$	134,000	\$	134,000
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Fund Total: Technology Replacement		(35,075)		(38,700)		(37,014)		(37,014)
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**All Non-General Funds
(Revenue and Expense)**

	FY21/22 Amended Budget	FY22/23 Amended Budget	FY23/24 Amended Budget	FY24/25 Adopted Budget
Fund: 651 MVMCC				
This enterprise fund accounts for the revenues and expenses of the Marin Valley Mobile Country Club.				
Revenue				
440 - Charges for Services	\$ 921,394	\$ 995,599	\$ 1,154,477	\$ 1,201,116
460 - Use of Money & Property	2,454,344	2,416,676	2,586,557	2,661,872
490 - Other	8,708	8,540	8,280	7,280
891 - Operating Transfer In	3,000,000	-	-	-
Revenue Totals	\$ 6,384,446	\$ 3,420,815	\$ 3,749,314	\$ 3,870,268
Expenditures				
500 - Salaries & Wages	\$ 175,101	-	-	-
510 - Employee Benefits	26,500	29,000	-	-
520 - Professional Services	355,860	510,775	637,615	710,347
528 - Training & Travel	3,700	3,700	4,950	4,950
530 - Rentals & Leases	13,362	13,494	13,626	13,764
535 - Repairs & Maintenance	258,825	343,155	156,500	193,700
537 - Materials & Supplies	242,030	296,560	402,630	404,159
540 - Utilities	1,081,705	1,252,932	1,222,091	1,254,345
570 - Capital Expenses	1,991,500	780,000	780,000	1,771,595
600 - Debt Service	651,172	651,173	651,173	651,173
690 - Other Expenses	22,700	62,000	-	-
Expenditure Totals	\$ 4,822,455	\$ 3,942,789	\$ 3,319,830	\$ 5,004,033
Fund Total: MVMCC	1,561,991	(521,974)	429,484	(1,133,765)

**All Non-General Funds
(Revenue and Expense)**

	FY21/22		FY22/23		FY23/24		FY24/25
	Amended		Amended		Amended		Adopted
	Budget		Budget		Budget		Budget

Fund: 701 Hamilton Trust

This fund was established to receive payments from the development of the Navy property at Hamilton Field, pursuant to a development agreement, projected investment earnings are transferred to the General Fund and used to maintain City infrastructure and facilities. Additionally, a portion of the earnings are allocated to the City's affordable housing fund while the remaining earnings are reinvested into the Hamilton Trust.

Revenue

460 - Use of Money & Property	\$	406,000	\$	406,000	\$	328,583	\$	328,583
Revenue Totals	\$	406,000	\$	406,000	\$	328,583	\$	328,583

Expenditures

520 - Professional Services	-	-	-	\$	29,000			
991 - Operating Transfers Out	366,000	301,000	522,239	\$	500,700			
Expenditure Totals	\$	366,000	\$	301,000	\$	522,239	\$	529,700
Fund Total: Hamilton Trust		40,000		105,000		(193,656)		(201,117)

Fund: 802 RORF

Fund 802 was set up as the successor agency to manage the wind-down process of the redevelopment agency as mandated by law. This involves settling RDA debts, finishing ongoing projects, and overseeing the sale of RDA-owned properties. The City of Novato serves as the successor agency for its former redevelopment agency, and the fund 802 budget covers the City's administrative costs for the successor agency.

Expenditures

500 - Salaries & Wages	-	-	-	\$	107,387
510 - Employee Benefits	-	-	-	\$	12,853
Expenditure Totals	-	-	-	\$	120,240
Fund Total: RORF		-		-	(120,240)

Adopted Budget 2024-25

CAPITAL IMPROVEMENT PLAN



CITY OF NOVATO
CALIFORNIA

Capital Improvement Project Five Year Plan

CIP Project		Sum of Projected Balance at FY23/24	FY24/25 New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast	Total
ID	Project Name							
00-015	Railroad Ave. Drainage Ditch Improvements	\$ 150,409	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 400,409
01-004	Novato Blvd Improvements Diablo - Grant & Rule 20A UUD	\$ 6,786,477	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 7,536,477
09-003	Grant Ave. Bridge Rehab	\$ 3,488,763	\$ 16,755	\$ -	\$ -	\$ -	\$ -	\$ 3,505,518
11-006	Civic Center Master Planning	\$ 23,413	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,413
11-019	Public Art Projects	\$ 29,470	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,470
11-020	San Marin/Simmons Signalization or Roundabout	\$ 162,922	\$ -	\$ -	\$ -	\$ 600,000	\$ -	\$ 762,922
12-006	Rule 20A UUD #17 (Railroad Ave. - Olive to south terminus)	\$ 13,394	\$ -	\$ 163,350	\$ -	\$ -	\$ -	\$ 176,744
12-007	Rule 20A UUD #18 (Olive Ave. - Rosalia to east terminus)	\$ 25,435	\$ -	\$ 326,700	\$ -	\$ -	\$ -	\$ 352,135
14-002	Downtown SMART Station Phase III	\$ 84,062	\$ (75,000)	\$ -	\$ -	\$ -	\$ -	\$ 9,062
14-003	Corportation Yard Water Quality Improvements	\$ 73,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 73,800
15-010	LED Lighting Retrofits	\$ 10,305	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,305
15-014	Storm Drain Improvements (Mt. Burdell Storm Drain Inlets)	\$ 336,098	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 336,098
15-015	Traffic Signal Upgrade Program	\$ 26,671	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 26,671
16-007	Reservoir Hill Vista Trail Rehabilitation	\$ 95,900	\$ (95,900)	\$ -	\$ -	\$ -	\$ -	\$ -
16-0011	North Redwood Blvd Corridor Study	\$ 197,166	\$ -	\$ 366,000	\$ -	\$ -	\$ -	\$ 563,166
17-002	Accessibility Enhancements - Municipal Buildings 2016-2023	\$ 39,414	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 289,414
17-003	Accessibility Enhancements - Parks & Rec Buildings	\$ 101,519	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 301,519
17-004	Hoog Park Playground & Accessibility Enhancements	\$ 200,000	\$ 520,000	\$ -	\$ -	\$ -	\$ -	\$ 720,000
17-005	ADA ROW Transistion Plan	\$ 162,461	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 162,461
17-006	Novato Blvd. Multiuse Path (Sutro Ave. to Stafford Lake)	\$ 80,000	\$ (80,000)	\$ -	\$ -	\$ -	\$ -	\$ -
17-007	Citywide Bridge Assessment/Improvement (Group 1)	\$ 67,352	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,352
18-003	MTC Pavement Management Phase IV	\$ 69,011	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 30,000	\$ 129,011
18-003	MTC Pavement Management Phase IV	\$ 17,410	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,410
18-007	Parks Deferred Maintenance	\$ 80,712	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,712
18-008	Municipal Buildings Deferred Maintenance 2017-2023	\$ 8,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 258,000
18-009	Police Department Equal Access and Waterproofing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18-010	Police Department HVAC Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19-005	Hamilton Arts Center Deferred Maintenance	\$ 767,965	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 767,965
19-006	MTSC Exterior Siding & Roof	\$ -	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ 800,000
19-009	Novato Blvd at San Marin-Sutro Improvements	\$ 1,050	\$ 511,000	\$ -	\$ -	\$ -	\$ -	\$ 512,050
19-010	Evaluation of Lieb Property for Future Uses	\$ 126,356	\$ (124,089)	\$ -	\$ -	\$ -	\$ -	\$ 2,268
20-002	Energy Efficiency Utility Upgrades	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
20-003	EV Charging Stations	\$ 19,748	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,748
21-002	Sidewalk Repair Program	\$ 527,977	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,277,977
21-003	Update/Replace Grant Avenue Amenities	\$ 45,747	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,747
21-005	Rowland Blvd Improvements from SB101 Ramps to Southern Terminus	\$ (9,028)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (9,028)
22-002	Decommission or Replace Underground Fuel Tanks	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
22-003	DeLong-Diablo Corridor Enhancements	\$ 233,853	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 233,853
22-004	Pioneer Park Play Area Upgrades	\$ 43,037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,037
22-005	Citywide Crosswalk Enhancements & Traffic Management	\$ 89,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 89,100
22-006	Citywide Play Structure Upgrades	\$ 22,541	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,541
22-007	Technology Systems Improvements	\$ 224,289	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 224,289
23-001	2023 Annual Pavement Rehabilitation	\$ 653,633	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 653,633
23-002	Replace Hamilton Pump Station SCADA System	\$ 7,965	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,965
23-003	Replace Wooden Streetlight Poles	\$ 308,605	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ 1,308,605

Capital Improvement Project Five Year Plan

CIP Project		Sum of Projected	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	Total
ID	Project Name	Balance at FY23/24	New Funding	Forecast	Forecast	Forecast	Forecast	
23-004	Lynwood Slough Storm Drain Project	\$ -	\$ -	\$ -	\$ 300,000	\$ 1,400,000	\$ -	\$ 1,700,000
23-006	Accessibility Upgrades – San Marin Dr. at San Andreas Dr.	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ 550,000
24-001	2024 Annual Pavement Rehabilitation	\$ 958,521	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 1,408,521
24-002	2023-2028 Traffic, Bicycle, & Ped Improvements	\$ 76,363	\$ 303,919	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ 1,280,282
24-003	MS4 Permit Trash Capture Devices	\$ 500,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
24-004	Replace Gymnastics Center Roof	\$ 92,500	\$ 380,000	\$ -	\$ -	\$ -	\$ -	\$ 472,500
24-005	Ammo Hill Building Demolition	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
24-006	HVAC Replacement - DRC & Gymnastics Center	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
25-001	2025 Annual Pavement Rehabilitation	\$ -	\$ 1,774,260	\$ -	\$ -	\$ -	\$ -	\$ 1,774,260
25-002	Annual Traffic Striping and Marking	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
25-003	Parks Master Plan Accessibility Project - Ph1	\$ -	\$ 57,537	\$ -	\$ -	\$ -	\$ -	\$ 57,537
26-001	2026 Annual Pavement Rehabilitation	\$ -	\$ -	\$ 1,120,000	\$ -	\$ -	\$ -	\$ 1,120,000
26-002	Annual Traffic Striping and Marking	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
26-003	Parks Master Plan Accessibility Project - Ph2	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
27-003	Parks Master Plan Accessibility Project - Ph3	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
27-001	2027 Annual Pavement Rehabilitation	\$ -	\$ -	\$ -	\$ 1,752,000	\$ -	\$ -	\$ 1,752,000
27-003	Parks Master Plan Accessibility Project - Ph3	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000
28-001	2028 Annual Pavement Rehabilitation	\$ -	\$ -	\$ -	\$ -	\$ 2,148,000	\$ -	\$ 2,148,000
28-003	Hillside Park Playground Improvements	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ 550,000
29-001	2029 Annual Pavement Rehabilitation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,460,000	\$ 2,460,000
29-003	Pioneer Park Picnic Shade Structure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000
97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	\$ 1,724,497	\$ (0)	\$ -	\$ -	\$ -	\$ -	\$ 1,724,497
99-007	Redwood & San Marin Improvements (AGP-5 & NP-1)	\$ 47,296	\$ -	\$ -	\$ 120,000	\$ 120,000	\$ 120,000	\$ 407,296
27-002	Annual Traffic Striping and Marking	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000
26-004	Hamilton Ampitheater Park Playground Improvements	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ 550,000
27-004	Marin Highlands Park Playground Improvements	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ 550,000
27-005	Marion Park Softball Field Renovation	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000
18-001	2018 Annual Paving Project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19-007	Exterior Building Painting (NPD, Admin, City Hall)	\$ (4,800)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,800)
22-001	2022 Annual Paving Project	\$ 881	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 881
Grand Total		\$ 18,788,259	\$ 5,963,483	\$ 4,921,050	\$ 4,397,000	\$ 5,683,000	\$ 2,985,000	\$ 42,737,792

Project sheets for individual projects through #25-003 are included. Projects for future fiscal years (FY25/26 and beyond) will be added in the fiscal year they start.

FY 24-25 Capital Improvement Projects Summary by Type

Capital Projects by Type	CIP Project ID	Project Name	Prior Year(s)	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29
MUNICIPAL BUILDINGS	11-006	Civic Center Master Planning	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
	14-003	PW Yard Water Quality Improvements	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ -
	15-010	LED Lighting Retrofits		\$ -	\$ -	\$ -	\$ -	\$ -
	17-002	ADA - Municipal Buildings 2016-2029	\$ 268,461	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	18-008	Municipal Buildings CIP 2017-2029	\$ 165,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	18-009	Police Department Equal Access and Waterproofing		\$ -	\$ -	\$ -	\$ -	\$ -
	18-010	Police Department HVAC Replacement	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -
	19-005	Hamilton Arts Center Deferred Maintenance	\$ 950,000	\$ -	\$ -	\$ -	\$ -	\$ -
	19-006	MTSC Exterior Siding & Roof	\$ -	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -
	20-002	Energy Efficiency Utility Upgrades	\$ 75,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -
	22-002	Decommission or Replace Underground Fuel Tanks	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -
	24-004	Replace Gymnastics Center Roof	\$ -	\$ 380,000	\$ -	\$ -	\$ -	\$ -
	24-005	Ammo Hill Building Demolition	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -
	24-006	HVAC Replacement - DRC & Gymnastics Center	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -
19-007	Exterior Building Painting (NPD, Admin, City Hall)		\$ -	\$ -	\$ -	\$ -	\$ -	
MUNICIPAL BUILDINGS Total			\$ 1,653,461	\$ 1,380,000	\$ 650,000	\$ 600,000	\$ 100,000	\$ 100,000
PARKS AND RECREATION	11-019	Public Art Projects	\$ 94,616	\$ -	\$ -	\$ -	\$ -	\$ -
	16-007	Reservoir Hill Vista Trail Rehabilitation	\$ 101,000	\$ (95,900)	\$ -	\$ -	\$ -	\$ -
	17-003	Accessibility Enhancements - Parks & Rec Buildings	\$ 355,000	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
	17-004	Hoog Park Playground & Accessibility Enhancements	\$ 200,000	\$ 520,000	\$ -	\$ -	\$ -	\$ -
	18-007	Parks Deferred Maintenance	\$ 294,563	\$ -	\$ -	\$ -	\$ -	\$ -
	19-010	Evaluation of Lieb Property for Future Uses	\$ 215,000	\$ (124,089)	\$ -	\$ -	\$ -	\$ -
	22-004	Pioneer Park Play Area Upgrades	\$ 813,000	\$ -	\$ -	\$ -	\$ -	\$ -
	22-006	Citywide Play Structure Upgrades	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
	25-003	Parks Master Plan Accessibility Project - Ph1	\$ -	\$ 57,537	\$ -	\$ -	\$ -	\$ -
	26-003	Parks Master Plan Accessibility Project - Ph2		\$ -	\$ 100,000	\$ -	\$ -	\$ -
	27-003	Parks Master Plan Accessibility Project - Ph3		\$ -	\$ 20,000	\$ -	\$ -	\$ -
	27-003	Parks Master Plan Accessibility Project - Ph3		\$ -	\$ -	\$ 35,000	\$ -	\$ -
	28-003	Hillside Park Playground Improvements		\$ -	\$ -	\$ -	\$ 550,000	\$ -
	29-003	Pioneer Park Picnic Shade Structure		\$ -	\$ -	\$ -	\$ -	\$ 75,000
	26-004	Hamilton Amphitheater Park Playground Improvements		\$ -	\$ 550,000	\$ -	\$ -	\$ -
	27-004	Marin Highlands Park Playground Improvements		\$ -	\$ -	\$ 550,000	\$ -	\$ -
27-005	Marion Park Softball Field Renovation		\$ -	\$ -	\$ 200,000	\$ -	\$ -	
PARKS AND RECREATION Total			\$ 2,323,179	\$ 357,548	\$ 720,000	\$ 835,000	\$ 600,000	\$ 125,000
STREETS AND DRAINAGE	00-015	Railroad Ave. Drainage Ditch Improvements	\$ 318,534	\$ -	\$ 250,000	\$ -	\$ -	\$ -
	01-004	Novato Blvd Improvements Diablo - Grant & Rule 20A UUD	\$ 6,374,006	\$ 750,000	\$ -	\$ -	\$ -	\$ -
	09-003	Grant Ave. Bridge Rehab	\$ 6,110,567	\$ 16,755	\$ -	\$ -	\$ -	\$ -
	11-020	San Marin/Simmons Signalization or Roundabout	\$ 183,433	\$ -	\$ -	\$ -	\$ 600,000	\$ -
	12-006	Rule 20A UUD #17 (Railroad Ave. - Olive to south terminus)	\$ 22,275	\$ -	\$ 163,350	\$ -	\$ -	\$ -
	12-007	Rule 20A UUD #18 (Olive Ave. - Rosalia to east terminus)	\$ 29,700	\$ -	\$ 326,700	\$ -	\$ -	\$ -
	14-002	Downtown SMART Station Phase III	\$ 235,000	\$ (75,000)	\$ -	\$ -	\$ -	\$ -
	15-014	Storm Drain Improvements (Mt. Burdell Storm Drain Inlets)	\$ 442,090	\$ -	\$ -	\$ -	\$ -	\$ -
	15-015	Traffic Signal Upgrade Program		\$ -	\$ -	\$ -	\$ -	\$ -
	16-011	North Redwood Blvd Corridor Study	\$ 200,000	\$ -	\$ 366,000	\$ -	\$ -	\$ -
	17-005	ADA ROW Transition Plan	\$ 290,000	\$ -	\$ -	\$ -	\$ -	\$ -
	17-006	Novato Blvd. Multiuse Path (Sutro Ave. to Stafford Lake)	\$ 80,000	\$ (80,000)	\$ -	\$ -	\$ -	\$ -
	17-007	Citywide Bridge Assessment/Improvement (Group 1)	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -
	18-003	MTC Pavement Management Phase IV	\$ 170,019	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 30,000
	18-004	MTC Pavement Management Phase IV		\$ -	\$ -	\$ -	\$ -	\$ -
	19-009	Novato Blvd at San Marin-Sutro Improvements	\$ 65,270	\$ 511,000	\$ -	\$ -	\$ -	\$ -
	20-003	EV Charging Stations	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
	21-002	Sidewalk Repair Program	\$ 400,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
	21-003	Update/Replace Grant Avenue Amenities	\$ 253,000	\$ -	\$ -	\$ -	\$ -	\$ -
	21-005	Rowland Blvd Improvements from SB101 Ramps to Southern Terminus	\$ 1,650,000	\$ -	\$ -	\$ -	\$ -	\$ -
	22-003	DeLong-Diablo Corridor Enhancements	\$ 1,442,000	\$ -	\$ -	\$ -	\$ -	\$ -
	22-005	Citywide Crosswalk Enhancements & Traffic Management	\$ 1,131,337	\$ -	\$ -	\$ -	\$ -	\$ -
	23-001	2023 Annual Pavement Rehabilitation	\$ 1,800,270	\$ -	\$ -	\$ -	\$ -	\$ -
	23-002	Replace Hamilton Pump Station SCADA System	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
	23-003	Replace Wooden Streetlight Poles	\$ 200,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ -
	23-004	Lynwood Slough Storm Drain Project		\$ -	\$ -	\$ 300,000	\$ 1,400,000	\$ -
	23-006	Accessibility Upgrades - San Marin Dr. at San Andreas Dr.		\$ -	\$ 550,000	\$ -	\$ -	\$ -
	24-001	2024 Annual Pavement Rehabilitation	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -
	24-002	2023-2028 Traffic, Bicycle, & Ped Improvements	\$ -	\$ 303,919	\$ 300,000	\$ 300,000	\$ 300,000	\$ -
	24-003	MS4 Permit Trash Capture Devices	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
	25-001	2025 Annual Pavement Rehabilitation	\$ -	\$ 1,774,260	\$ -	\$ -	\$ -	\$ -
	25-002	Annual Traffic Striping and Marking	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -
	26-001	2026 Annual Pavement Rehabilitation	\$ -	\$ -	\$ 1,120,000	\$ -	\$ -	\$ -
	26-002	Annual Traffic Striping and Marking	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ -
27-001	2027 Annual Pavement Rehabilitation	\$ -	\$ -	\$ -	\$ 1,752,000	\$ -	\$ -	
28-001	2028 Annual Pavement Rehabilitation	\$ -	\$ -	\$ -	\$ -	\$ 2,148,000	\$ -	
29-001	2029 Annual Pavement Rehabilitation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,460,000	
97-001	Olive Phase III (Redwood to Railroad) & Rule 20B UUD	\$ 1,516,995	\$ (0)	\$ -	\$ -	\$ -	\$ -	
99-007	Redwood & San Marin Improvements (AGP-5 & NP-1)	\$ 56,604	\$ -	\$ -	\$ 120,000	\$ 120,000	\$ 120,000	
27-002	Annual Traffic Striping and Marking		\$ -	\$ -	\$ 75,000	\$ -	\$ -	
18-001	2018 Annual Paving Project		\$ -	\$ -	\$ -	\$ -	\$ -	
22-001	2022 Annual Paving Project		\$ -	\$ -	\$ -	\$ -	\$ -	
STREETS AND DRAINAGE Total			\$ 23,546,100	\$ 4,225,934	\$ 3,551,050	\$ 2,962,000	\$ 4,983,000	\$ 2,760,000
INFORMATION TECHNOLOGY	22-007	Technology Systems Improvements	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -
INFORMATION TECHNOLOGY Total			\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total			\$ 28,222,740	\$ 5,963,483	\$ 4,921,050	\$ 4,397,000	\$ 5,683,000	\$ 2,985,000

CIP Summary Table by Fund

Fund Source(s)	Prior Year(s)	Balance FY23/24	FY24/25 New Funding	FY25/26	FY26/27	FY27/28	FY28/29	Total
111 - Measure F		\$ 10,305	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,305
119 - LTM-Infrastructure		\$ 5,930	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,930
101 - General Fund	\$ 950,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
115 - Insurance Reserve	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
117 - Civic Center	\$ 37,800	\$ 12,433	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,433
118 - LTM-Facilities	\$ 1,602,102	\$ 672,045	\$ 554,100	\$ 490,000	\$ 640,000	\$ 340,000	\$ 200,000	\$ 2,896,145
119 - LTM-Infrastructure	\$ 1,592,350	\$ 1,153,759	\$ 279,572	\$ 400,000	\$ 300,000	\$ 800,000	\$ -	\$ 2,933,331
211 - Clean Stormwater	\$ 147,234	\$ 573,800	\$ (573,800)	\$ -	\$ -	\$ -	\$ -	\$ -
212 - Underground Utility	\$ 287,659	\$ 274,513	\$ -	\$ 490,050	\$ -	\$ -	\$ -	\$ 764,563
213 - Public Parking	\$ 83,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
214 - Quimby In-Lieu Fees	\$ 570,000	\$ 47,537	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 47,537
215 - Public Art	\$ 94,616	\$ 29,470	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,470
218 - Hamilton CFD	\$ 250,000	\$ 7,965	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,965
220 - Hamilton Arts	\$ 950,000	\$ 767,965	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 767,965
229 - Gas Tax HUTA	\$ 1,673,805	\$ 458,630	\$ 998,982	\$ 470,000	\$ 475,000	\$ 455,000	\$ 470,000	\$ 3,327,612
229.105 - Gas Tax RMRA	\$ 1,810,270	\$ 1,819,291	\$ 532,780	\$ 976,000	\$ 900,000	\$ 1,250,000	\$ 1,250,000	\$ 6,728,072
233 - Grant-CalRecycle	\$ 78,000	\$ 9,149	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,149
234 - Grant Needed	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
234 - Grant Prop 68 Per Capita	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
234.121 - Grant-HSIP	\$ 1,142,000	\$ 190,183	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 190,183
234.130 - Grant-HBP	\$ 4,491,786	\$ 2,745,944	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,745,944
234.150 - Grant-PCA/STP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
234.157 - Grant-PTAP		\$ 17,410	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,410
235.160 - TAM Measure B (VRF)	\$ 74,826	\$ 881	\$ 511,000	\$ -	\$ -	\$ -	\$ 670,000	\$ 1,181,881
236.300 - TAM Measure A Reserve		\$ -	\$ 3,919	\$ -	\$ -	\$ -	\$ -	\$ 3,919
236.400 TAM Meas A (Major Streets)	\$ 3,232,382	\$ 5,685,124	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,685,124
236.600 - TAM Measure AA	\$ 1,990,362	\$ 1,570,957	\$ 1,050,000	\$ 1,075,000	\$ 975,000	\$ 900,000	\$ 350,000	\$ 5,920,957
237 - Parks Measure A	\$ 150,000	\$ 124,089	\$ 133,448	\$ 590,000	\$ 648,000	\$ 240,000	\$ -	\$ 1,735,537
240 - Restricted Revenue	\$ 1,425,435	\$ 355,340	\$ 199,682	\$ -	\$ -	\$ 25,337	\$ -	\$ 580,360
241.151 - DIF-Sts.& Intersections	\$ 2,046,513	\$ 1,762,220	\$ 750,000	\$ 290,000	\$ 312,000	\$ 952,663	\$ 20,000	\$ 4,086,883
241.152 - DIF-Recreation	\$ 83,000	\$ 70	\$ 80,000	\$ 140,000	\$ 147,000	\$ 120,000	\$ 25,000	\$ 512,070
241.153 - DIF-Civic Facilities	\$ 39,200	\$ 10,980	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,980
241.154 - DIF-Bike & Transit	\$ 239,908	\$ 116,904	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 116,904
241.156 - DIF-Gov't Systems	\$ 100,000	\$ 84,852	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,852
241.158 - DIF-Drainage	\$ 259,078	\$ 121,328	\$ 100,000	\$ -	\$ -	\$ 600,000	\$ -	\$ 821,328
245-ARPA	\$ 1,213,233	\$ 159,185	\$ 770,000	\$ -	\$ -	\$ -	\$ -	\$ 929,185
Novato Bond B (pre-2012)	\$ 103,436	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PG&E Rule 20A Credits	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utility Reimb.	\$ 4,744	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
239 - Street and Storm Drain		\$ -	\$ 73,800	\$ -	\$ -	\$ -	\$ -	\$ 73,800
238 - Clean Stormwater CIP	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Grand Total	\$ 28,222,740	\$ 18,788,259	\$ 5,963,483	\$ 4,921,050	\$ 4,397,000	\$ 5,683,000	\$ 2,985,000	\$ 42,737,792

Olive Avenue Widening & Utility Undergrounding

Project No.:	97-001	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective:

To complete the unimproved segment of Olive Ave. between Railroad Ave. and Redwood Blvd.

Location: Olive Ave. from Redwood Blvd. to SMART Right-of-way.

Project Description and Background:

Improvements to be constructed along the north side of Olive Ave. include the addition of westbound turn lanes from Olive Ave. to Redwood Blvd., Class 2 bicycle facilities, new storm drain culvert, sidewalk/curb/gutter along the north side of Olive Ave., and a gated pedestrian railroad crossing (may be constructed by SMART under separate contract). The new sidewalk width along the north side of Olive Ave. is proposed to be 10' wide to serve as a separate Class 1 multi-use path. Because the project proposes to culvertize the existing open ditch along Olive Ave., the scope of work also includes the restoration of portions of Pacheco Creek as offsite environmental mitigation.

Cost Estimate and Revenue Considerations:

Project development estimates include environmental documentation, permitting, and design. Funding is proposed from Development Impact Fees – Drainage, Restricted Revenues from the adjacent private development project for a proportionate share of the cost of frontage improvements, along with Gas Taxes, TAM Measure AA funds, and other previously approved capital revenues.

Project Schedule Estimate:

Project development work will likely be finalized during the FY24/25 to address the purpose and need of the project and serve as a basis for potential development improvements. Pending issuance of regulatory permits, construction is planned for FY25/26.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
119 LTM-Infrastructure	200,000	170,428	(170,428)	-	-	-	-
211 Clean Stormwater	32,234	-	-	-	-	-	-
212 Underground Utility	235,684	235,684	-	-	-	-	-
229 Gas Tax HUTA	50,000	-	-	-	-	-	-
229.105 Gas Tax RMRA	200,000	7,631	(4,035)	-	-	-	-
236.600 TAM Measure AA	167,715	700,000	-	-	-	-	-
240 Restricted Revenue	482,465	332,830	43,555	-	-	-	-
240 Restricted Revenue	-	-	130,676	-	-	-	-
240 Restricted Revenue	-	-	232	-	-	-	-
241.158 DIF Drainage	102,502	-	-	-	-	-	-
241.151 DIF-Sts & Intersections	-	277,923	-	-	-	-	-
Novato Bond B (pre-2012)	41,651	-	-	-	-	-	-
Utility Reimb.	4,744	-	-	-	-	-	-
Total	1,516,995	1,724,496	-	-	-	-	-

Redwood and San Marin Impr. (AGP-5 and NP-1)

Project No.:	99-007	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective: To enhance safety and reduce traffic congestion.

Location: Redwood Blvd. and San Marin Dr.

Project Description and Background:

This project is part of the City of Novato's establishment of traffic impact fees for private development. This project originally proposed to modify the southbound, eastbound, and westbound approaches at Redwood Boulevard and San Marin Drive, and the eastbound right-turn lane onto the southbound U.S. 101 on-ramp, including ramp widening. The work may require widening the San Marin Drive bridge over the SMART railroad.

Cost Estimate and Revenue Considerations:

Costs are based on the 2002 update of the Development Impact Fees For Public Facilities for AGP-5 and NP-1 traffic mitigation. The preliminary construction cost estimate was \$6,032,203. The project scope and estimate will need to be updated following the submittal of new private project development applications along Redwood Blvd and San Marin Drive. Citywide Development Impact Fees-Streets and Intersections and gas taxes are the funding sources for these improvements.

Project Schedule Estimate:

Further project development will be pending private development north of San Marin Drive, coordination with Caltrans for work proposed within state right-of-way, and available funding.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
229.105 Gas Tax RMRA	-	-	-	-	100,000	100,000	100,000
240 Restricted Revenue	30,604	24,440	-	-	-	-	-
241.151 DIF-Sts & Intersections	26,000	22,856	-	-	20,000	20,000	20,000
Total	56,604	47,296	-	-	120,000	120,000	120,000

Railroad Ave. Drainage Ditch Improvements

Project No.:	00-015	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective:

To reduce flooding risk in the northeastern area of Downtown Novato, between Sweetser Ave and Olive Ave, in the northern part of Downtown Novato.

Location: Ditch along west side of SMART railroad right-of-way

Project Description and Background:

Flooding has been a recurring problem in Downtown Novato. This project intends to reduce the risk of flooding at the intersection of Reichert Avenue and Sweetser Avenue. A Corps of Engineers (COE) study and preliminary design was completed for the area. Staff reviewed the COE study, and determined that placement of a box culvert down Railroad Avenue is not feasible due to utility conflicts and inadequate grade. Staff determined that enhancements to the existing ditch on the west side of the railroad tracks would provide the reduced flooding risk. Sonoma Marin Area Rapid Transit (SMART), the owners of the railroad tracks and parallel drainage ditch, may construct the box culvert in the ditch with a Class I bike path on top as part of their ongoing track improvements. The City would then reimburse SMART for the cost of the construction.

Cost Estimate and Revenue Considerations:

Costs are based on the projected revenue available for street paving--Typically made up of Gas Tax (SB1 RMRA and Highway User Tax Account), TAM Measure A, and Infrastructure Long Term Maintenance funds totaling around \$250,000 for project development and roughly \$1.5M for construction capital.

Project Schedule Estimate:

Gas Tax (SB1 RMRA and Highway User Tax Account) and Infrastructure Long Term Maintenance funds.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
119 LTM-Infrastructure	-	-	-	250,000	-	-	-
229 Gas Tax HUTA	167,155	95,017	-	-	-	-	-
241.158 DIF Drainage	89,594	55,392	-	-	-	-	-
Novato Bond B (pre-2012)	61,785	-	-	-	-	-	-
Total	318,534	150,409	-	250,000	-	-	-

Novato Blvd Improvements Diablo - Grant

Project No.:	01-004	Category:	TDU
Budget Status:	Carryover	Funding Status:	Complete

Project Objective:

To enhance safety and reduce traffic congestion on Novato Boulevard between Diablo Avenue and Grant Avenue.

Location: Novato Blvd. from Diablo Ave. to Grant Ave.

Project Description and Background:

This project was initiated as an improvement needed to accommodate future growth and enable the City's roadway system to operate safely and efficiently. The project will widen this segment of Novato Blvd. to accommodate future traffic conditions as well as bike lanes and sidewalks in each direction. A three-lane alternative was approved by Council following considerable public input in 2018. The traffic signals on Novato Blvd. at Diablo, 7th-Tamalpais, and Grant will be reconstructed. Right-of-way acquisitions are in progress. This project will include the Rule 20A underground utility district between Diablo Avenue and Boulevard Terrace. The EIR was approved in 2022 and utility relocation coordination is in process as of FY22/23.

Cost Estimate and Revenue Considerations:

Previous cost estimates were based on the City Council approved Project Study Report, CIP Project 97-003, for a 4-lane alternative (two lanes each direction with a raised center median) that are now outdated. The preliminary cost estimate for the 3-lane alternative is \$10-15M including right-of-way acquisitions. The Citywide Development Impact Fees - Streets and Intersections and TAM Measure A Major Streets and Roads funds are the major revenue sources for these improvements. Deferred improvement agreements along this section will also be invoked.

Project Schedule Estimate:

Right-of-way acquisition and detailed project design are underway and are anticipated to be completed by the end of 2024. The construction phase is expected to begin in 2025 following the completion of the PG&E Rule 20A Undergrounding project, and is expected to take about 18 months to complete.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
236.600 TAM Measure AA	4,544	-	-	-	-	-	-
236.400 TAM A (Major Streets)	3,232,382	5,685,124	-	-	-	-	-
241.151 DIF Sts. & Intersections	1,637,080	1,101,353	750,000	-	-	-	-
PG&E Rule 20A Credits	1,500,000	-	-	-	-	-	-
Total	6,374,006	6,786,477	750,000	-	-	-	-

Grant Ave. Bridge Rehabilitation

Project No.:	09-003	Category:	TDU
Budget Status:	Carryover	Funding Status:	Complete

Project Objective:

Rehabilitate the existing vehicle bridge, provide separate bicycle and pedestrian facilities, replace substandard railings, and provide countermeasures to protect bridge foundations.

Location: Grant Avenue between Virginia Avenue and Eighth Street.

Project Description and Background:

The existing bridge on Grant Avenue over Novato Creek near the intersection with Virginia Avenue, was built in 1936, and by today's standards is not wide enough to carry both vehicle and bicycle traffic in separate lanes. Pedestrian traffic is limited to the northerly side of the bridge (via a separate bridge adjacent to the vehicle bridge). The pedestrian bridge on the southerly side was removed in 2005 as it had deteriorated beyond repair. Both the vehicle bridge and remaining pedestrian bridge are structurally sound and do not need to be replaced. This project will widen the vehicle bridge to provide pedestrian and bicycle facilities and new bridge railings, and stabilize the banks and channel of Novato Creek to minimize scouring of bridge foundations. The existing pedestrian bridge will no longer be needed and will be removed.

Cost Estimate and Revenue Considerations:

Project development costs were based on an estimate to complete environmental, design, and right-of-way phases of the project. Construction costs are based on an estimate prepared by the consultant performing the engineering design services. Construction management costs are based on the federal funding guidelines. Highway Bridge Program federal grant, Development Impact Fees Transit/Bicycle, Gas Tax, and Infrastructure Long Term Maintenance are the funding sources for this project.

Project Schedule Estimate:

Project development began late in FY08/09 when the project was initiated, and a concept plan developed. The concept plan was completed spring 2010. A request for federal funding was made and federal authorization was received in October 2010. The environmental process began in the summer of 2011, and preliminary design in 2015. The environmental documentation and design are complete. On May 2, 2023, Caltrans obligated \$3,219,836 in federal HBP funds on behalf of the Federal Highway Administration and granted the City authorization to proceed with the construction phase of the project. Construction begun April 1st, 2024 and will take approximately one year to complete.

FY24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
119 LTM-Infrastructure	517,242	360,894	-	-	-	-	-
229 Gas Tax HUTA	461,631	35,800	(35,800)	-	-	-	-
229.105 Gas Tax RMRA	100,000	72,445	(72,445)	-	-	-	-
234.130 Grant HBP	4,491,786	2,745,944	-	-	-	-	-
236.600 TAM Measure AA	300,000	156,777	125,000	-	-	-	-
241.154 DIF-Bike and Transit	239,908	116,904	-	-	-	-	-
Total	6,110,567	3,488,764	16,755	-	-	-	-

Civic Center Master Planning

Project No.:	11-006	Category:	MUNI
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective: To determine the future use of the downtown Civic Center site.

Location: Novato Civic Center

Project Description and Background:

Since the City was incorporated in 1960, the parcel of land bounded by Sherman Avenue, De Long Avenue, Machin Avenue and Cain Lane has been the Civic Center site. Over the years, other parcels have been incorporated, including 900 and 908 Sherman Avenue, and 909 Machin Avenue (Police building). In 2010 the historic church building at 901 Sherman Avenue on the Civic Center site was renovated into the Council Chambers and community meeting facility with an adjacent civic green. Two adjacent bungalows were demolished. In November 2013 staff moved into the new 20,000 sf Administrative Offices at 922 Machin Avenue across from the Police Building. Remaining on the site are the Community House at 908 Machin Avenue and the smaller structures at 900, 908, and 917 Sherman Avenue. Except for the Police building, the renovated Council Chambers, and the new Administration Building, the rest of the structures remain unfit for occupation. The master plan will determine possible uses for the civic center area.

Cost Estimate and Revenue Considerations:

Costs are based on an estimate of staff time to facilitate community workshops & consultant preparation of a master plan. The Civic Center Fund and Development Impact Fees-Civic are the funding sources for this project.

Project Schedule Estimate:

Workshops and master planning for the Downtown Civic Center will take significant staff and funding resources to complete. The funding source for future work is undetermined.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
117 Civic Center	37,800	12,433	-	-	-	-	-
241.153 – DIF Civic Facilities	12,200	10,980	-	-	-	-	-
Total	50,000	23,413	-	-	-	-	-

Public Art Projects

Project No.:	11-019	Category:	PRCS
Budget Status:	Carryover	Funding Status:	Ongoing

Project Objective:

Identify public art sites and increase the amount of public art in Novato. Enhance the quality of life and enliven the visual environment through public art installations.

Location: Citywide at various locations.

Project Description and Background:

The Recreation, Cultural and Community Services Commission will consider potential public art sites on City of Novato property and identify desired projects.

Cost Estimate and Revenue Considerations:

Cost estimates are determined on a project-by-project basis. Funding collected from the Art In-Lieu fee program is the source for public art projects

Project Schedule Estimate: Schedule is determined on a project-by-project basis.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
215 Public Art	94,616	29,470	-	-	-	-	-
Total	94,616	29,470	-	-	-	-	-

San Marin/Simmons Signalization or Roundabout

Project No.:	11-020	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective: To reduce traffic congestion.

Location: The intersection of San Marin Dr. and Simmons Ln.

Project Description and Background:

The 2002 update of the Development Impact Fees for Public Facilities listed installation of a traffic signal at this intersection as a needed improvement to accommodate future growth and enable the roadway system to operate safely and efficiently. The update indicated that San Marin Drive and Simmons Lane would be expected to operate with an unacceptable Level of Service (LOS) category "E" during both peak hours under future conditions. The mitigation is to install a traffic signal or a roundabout.

Cost Estimate and Revenue Considerations:

This project is postponed to future years due to funding limitations and limited staff resources. Project development costs are an estimate to complete the design, including advertising for bids. Construction costs are based on the preliminary estimate from the development impact fee report. Construction management costs are an estimate for the signal work. Development Impact Fees will be utilized to fund this project. It's anticipated that full construction capital for possible proposed improvements will be \$1,100,000.

Project Schedule Estimate:

Further project development work is pending availability of staffing resources and funding availability. Construction is not currently scheduled.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
240 Restricted Revenue	-	-	-	-	-	25,377	-
241.151 DIF-Sts. & Intersections	183,433	162,922	-	-	-	574,663	-
Total	183,433	162,922	-	-	-	600,000	-

Rule 20A Underground Utilities #17 (Railroad - Olive to south terminus)

Project No.:	12-006	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective:

To relocate overhead utility wires underground and remove supporting utility poles along Railroad Avenue between Olive Avenue and the south end of the street.

Location: Railroad Ave. south of Olive Ave.

Project Description and Background:

It is desirable to underground utilities along the Railroad Ave. corridor. The undergrounding will include all of Railroad and a small section of Olive Avenue at the intersection of Railroad Avenue extending across the railroad tracks. Railroad Avenue is a collector street which makes it an eligible Rule 20A underground conversion project. Undergrounding priorities will be considered by City Council prior to moving forward with this project.

Cost Estimate and Revenue Considerations:

Costs are based on rough trench costs provided by PG&E. Once the district is developed, more accurate estimates will be developed. Underground Utility fund covers the City's streetlight portion. Utility reimbursement is the other funding source for this project.

Project Schedule Estimate:

It takes the utility companies up to three years to complete design, and PG&E will not advance this project until similar phases on the higher priority District 16 (Novato Boulevard) undergrounding are complete.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
212 Underground Utility	22,275	13,394	-	163,350	-	-	-
Total	22,275	13,394	-	163,350	-	-	-

Rule 20A UUD #18 (Olive - Rosalia to East Terminus)

Project No.:	12-007	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective:

To relocate overhead utility wires underground and remove supporting utility poles along Olive Avenue between Rosalia Drive and the city limit.

Location: Olive Ave. between Rosalia Drive and City Limits

Project Description and Background:

Olive Avenue between Railroad Avenue and Rosalia Drive was undergrounded in the late 1980's. With the other two underground districts on Olive near Redwood and Railroad Avenue this project would complete undergrounding of utilities from Redwood Blvd to the city limits on Olive. Olive Avenue is a collector street which makes it an eligible Rule 20A underground conversion project. The amount of funding available may change after completion of other priority underground projects, and thus, this project should be considered partially funded at this time. Undergrounding priorities will be considered by City Council prior to moving forward with this project.

Cost Estimate and Revenue Considerations:

Costs are based on rough trench costs provided by PG&E. Once the district is developed, more accurate estimates will be developed. Underground Utility fund covering the City's streetlight portion and utility reimbursement are the funding source for this project. The availability of utility reimbursement revenues will be contingent upon the cost of previous utility reimbursement projects so this project may require additional funding.

Project Schedule Estimate:

It takes the utility companies up to three years to complete design, and PG&E will not advance this project until similar phases on the higher priority District 16 (Novato Boulevard) undergrounding are complete.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
212 Underground Utility	29,700	25,435	-	326,700	-	-	-
Total	29,700	25,435	-	326,700	-	-	-

Downtown SMART Station Phase III

Project No.:	14-002	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective:

To plan and construct improvements at the former Railroad Depot site to support the Downtown SMART Station.

Location: 695 Grant Ave.

Project Description and Background:

In 2012 the City negotiated a land swap with SMART whereby the city obtained the former downtown train Depot site at the corner of Grant Avenue and Railroad Avenue. SMART has since constructed a multi-use path and the Downtown SMART station adjacent to the site. Public outreach meetings were held on March 17 and April 19, 2018 to identify potential Depot site improvements and staff subsequently solicited proposals from developers or operators interested in improving the site. On May 24, 2022 the City Council authorized the City Manager to execute an Exclusive Negotiating Agreement (“ENA”) with San Francisco Brewing Co., LLC. that contemplates a ground lease at the Depot site.

Cost Estimate and Revenue Considerations:

Planning and outreach efforts of this project have been supported by the Parking Improvement Fund, Development Impact Fees - Civic Facilities, and Long Term Maintenance - Facilities Fund. Pending the terms and conditions of the future ground lease, additional funding may be needed to support improvements to the Depot site.

Project Schedule Estimate:

It is anticipated that the City and the Developer will complete specific deliverables and draft a long-term development and lease agreement for the property by spring/summer of 2024.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
118 LTM-Facilities	50,000	9,062	-	-	-	-	-
213 Public Parking	83,000	-	-	-	-	-	-
229.105 Gas Tax RMRA	75,000	75,000	(75,000)	-	-	-	-
241.153 DIF-Civic Facilities	27,000	-	-	-	-	-	-
Total	235,000	84,062	(75,000)	-	-	-	-

Corporation Yard Water Quality Improvements

Project No.:	14-003	Category:	MUNI
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective: To plan and implement stormwater related improvements at the corporation yard.

Location: 550 Davidson St.

Project Description and Background:

A stormwater quality improvement implementation plan was previously prepared for the City Corp. Yard site. The plan outlined specific mitigations and prioritized recommendations for construction. This project will support the completion of the improvements identified in the plan as well as any new requirements imposed under the State Water Board trash amendments to the MS4 permit.

Cost Estimate and Revenue Considerations:

Staff estimates based on size of site and engineer's estimate for the cost of improvements. The Clean Stormwater fund will provide the funding for the project.

Project Schedule Estimate:

Preliminary work was completed in FY14/15 including a SWPPP and identification of needs. Items from the improvement implementation plan have been completed, but some additional work remains.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
211 Clean Stormwater	115,000	73,780	(73,800)	-	-	-	-
239 Street and Storm Drain	-	-	73,800	-	-	-	-
Total	115,000	73,780	-	-	-	-	-

Storm Drain Improvements (Mt. Burdell Inlets)

Project No.:	15-014	Category:	TDU
Budget Status:	Carryover	Funding Status:	Complete

Project Objective & Description:

This project was created in FY14/15 as a placeholder to repair and replace storm drain facilities as identified in the Storm Drain Master Plan (“SDMP”) and was previously titled “Storm Drain Improvements – Group 1.” The city’s SDMP was completed and adopted by the City Council in January of 2021. One of the storm drain infrastructure needs identified in the SDMP was the replacement/modification to the inlets in the San Marin neighborhood that capture runoff from the Mt. Burdell open space. This project will address the deficiencies with the Mt. Burdell inlets as defined in the SDMP. In order to clearly define the intent of this project, it was retitled “Storm Drain Improvements (Mt. Burdell Inlets)” with the adoption of the FY22/23 budget.

Location: Various storm drain inlets in the neighborhood that capture runoff directly from the Mt. Burdell open space.

Cost Estimate and Revenue Considerations:

Infrastructure Long-Term Maintenance as well as the maximum allowable Development Impact Fee (DIF - Drainage) contribution are the planned funding sources. DIF funds are limited to collector and arterial streets only, therefore these funds will be programmed after project scope/locations are finalized.

Project Schedule Estimate:

Project design is anticipated to be completed in FY24/25 with construction following.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
119 LTM-Infrastructure	375,108	270,162	-	-	-	-	-
241.158 DIF Drainage	66,982	65,935	-	-	-	-	-
Total	442,090	336,097	-	-	-	-	-

Reservoir Hill Rehabilitation

Project No.:	16-007	Category:	PRCS
Budget Status:	Carryover	Funding Status:	Complete

Project Objective & Description:

This project will add decomposed granite to existing path where the existing material has been removed with use over time. In FY18/19 the work scope increased to include drainage improvements to prevent future recurrence of path damage on the Reservoir Hill trails.

Location: Recreational open space trails between Hamilton Parkway and Serra Ct.

Cost Estimate and Revenue Considerations:

The project costs are based on estimated costs in the Facilities Condition Assessment Report for the path, and staff's preliminary estimate of drainage improvements. Project development may lead to additional improvements being identified. Facilities Long Term Maintenance is the funding source.

Project Schedule Estimate:

The project was planned to be completed in 2023, however was delayed due to other priority projects and limited staffing resources.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
118 LTM-Infrastructure	101,000	95,900	(95,900)	-	-	-	-
Total	101,000	95,900	(95,900)	-	-	-	-

North Redwood Blvd Corridor Study

Project No.:	16-011	Category:	TDU
Budget Status:	Carryover	Funding Status:	Complete

Project Objective:

To develop a comprehensive streetscape plan for Redwood Boulevard between Diablo Avenue and Wood Hollow Drive. Preliminary work will involve consolidation of previous design schemes and determination of constraints for development of the plan. It is anticipated that extensive public outreach will be necessary to develop and select a final streetscape plan concept.

Location: Redwood Blvd. between Diablo Ave. and Wood Hollow Dr.

Project Description and Background:

This project is a continuation of design charettes undertaken by the Community Development Department during the 2014 General Plan update work. There has been private interest over the last few years in development along the corridor, and the study will work towards providing guidance and requirements for future development.

Cost Estimate and Revenue Considerations:

The project cost is based on staff's estimate based on previous similar work. Development Impact Fees (Streets and Intersections) and TAM Measure AA are the identified funding sources for the conceptual design work. Staff will likely need to seek grant funding for future environmental, design, and construction costs.

Project Schedule Estimate:

The North Redwood Boulevard Corridor Streetscape Study has funding programmed in FY25/26 to support the public outreach and conceptual planning process. The schedule of future phases is dependent on the completion of the planning phase.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
236.600 TAM Measure AA	-	-	-	300,000	-	-	-
241.158 DIF Drainage	200,000	197,166	-	66,000	-	-	-
Total	200,000	197,166	-	366,000	-	-	-

Accessibility Enhancements - Municipal Buildings

Project No.:	17-002	Category:	MUNI
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective:

This project will implement specific projects identified in the City's updated Americans with Disabilities Act (ADA) Transition Plan. A priority project list is maintained by staff and is updated as items are completed. Typical improvements include the installation of ramps, modifications to building amenities such as drinking fountains, and installation of automatic door-openers.

Location: City-owned buildings in active use.

Cost Estimate and Revenue Considerations:

Funding for this project is evaluated during each annual budget cycle. New funding proposed for upcoming fiscal years is based off of the cost estimates for remaining work to be performed and carryover funding balances. This project does not pay for ADA improvements that can be addressed as a part of routine building maintenance (lowering a coathook, for example) or for work that will be incorporated into a CIP project to complete. The Facilities Long Term Maintenance Fund is the source for this project.

Project Schedule Estimate:

This is an annual allocation project and an ongoing effort until all recommended enhancements are completed.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
118 LTM-Infrastructure	268,461	39,414	50,000	50,000	50,000	50,000	50,000
Total	268,461	39,414	50,000	50,000	50,000	50,000	50,000

Accessibility Enhancements - Parks

Project No.:	17-003	Category:	PRCS
Budget Status:	Carryover	Funding Status:	Complete

Project Objective:

This project would implement specific projects identified in the City's updated Americans with Disabilities Act (ADA) Transition Plan. A priority project list is maintained by staff and is the subject of public input to the City's ADA Committee. Typical improvements could include curb ramps, drinking fountains, and accessible play equipment.

Location: City-owned parks

Cost Estimate and Revenue Considerations:

Per the City's ADA transition plan, the City is required to remove all the barriers within the community parks. The following table shows an estimate of the available funding for the current and upcoming fiscal years. This project does not construct ADA improvements at facilities and parks that are subject to improvements by other CIP projects.

Project Schedule Estimate:

This is an annual allocation project and an ongoing effort until all recommended enhancements are completed.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
118 LTM-Facilities	305,000	101,449	-	40,000	40,000	40,000	40,000
241.158 DIF Drainage	50,000	70	-	10,000	10,000	10,000	10,000
Total	355,000	101,519	-	50,000	50,000	50,000	50,000

Hoog Park Playground and Accessibility Enhancements

Project No.:	17-004	Category:	PRCS
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective:

To replace aged playground equipment and implement accessibility improvements at Hoog Park.

Location:

Marin Oaks Dr. north of Montura Way

Project Description and Background:

The need to replace aging playground equipment was identified in the Parks Assessment Report and verified by staff. The ADA transition plan lists a number of ADA improvements required at the park, including regrading and repaving the pathways.

Cost Estimate and Revenue Considerations:

The cost estimate for this project is \$720,000 and would be funded from a combination of American Rescue Plan funds and LTM fund sources for construction capital, as well as project development and administration.

Project Schedule Estimate:

Project development work would begin in July 2024 and construction could be completed over the course of the two following years.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
118 LTM-Facilities	200,000	200,000	-	-	-	-	-
245-ARPA	-	-	520,000	-	-	-	-
Total	200,000	200,000	520,000	-	-	-	-

ADA ROW Transition Plan

Project No.:	17-005	Category:	TDU
Budget Status:	Carryover	Funding Status:	Complete

Project Objective:

To identify and document access barriers in the public rights-of-way (streets and sidewalks) and develop a plan for correction of the barriers in order to comply with Title II of the Americans with Disabilities Act (ADA).

Location: Citywide

Project Description and Background:

In 2014 the City launched an effort to update its Americans with Disabilities (ADA) Transition Plan. In 2015, the Plan for facilities and parks was completed, but the right-of-way portion of the plan was deferred to FY18/19. The proposed work includes a self-evaluation and transition plan for all accessible aspects of the public right-of-way.

Cost Estimate and Revenue Considerations:

The project cost is staff's estimate based on similar efforts by neighboring cities. Note that this project is for the evaluation and plan only, and not for any physical improvements. Gas Tax – Highway User Tax Account is the identified funding source.

Project Schedule Estimate:

Phase 1 of the evaluation was completed in FY 19/20. Phase 2 of the evaluation was completed in FY20/21. Phase 3 and Phase 4 of the evaluation are planned to be completed in FY23/24.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
229 Gas Tax HUTA	290,000	162,461	-	-	-	-	-
Total	290,000	162,461	-	-	-	-	-

Novato Blvd. Multi-use Path Sutro Ave to Stafford Lake

Project No.:	17-006	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective:

To partner with the County of Marin to construct improvements to the bicycle and pedestrian path along Novato Boulevard from Sutro Avenue to Stafford Lake Park.

Location: Along Novato Blvd. from Sutro Ave. to Stafford Lake

Project Description and Background:

In 2015 the County of Marin completed a bike park at Stafford Lake Park. An improved path along Novato Boulevard between Sutro Avenue and the easterly City limits is identified as a future project in the City's adopted Bicycle and Pedestrian Plan, and the County of Marin has identified a need to realign/reconstruct the existing path along the corridor. Preliminary needs include a Project Study Report to identify routes and constraints and develop cost estimates for the project to facilitate grant applications for potential trail easement acquisitions and future construction. Marin County Parks is the lead agency on this project.

Cost Estimate and Revenue Considerations:

Preliminary work within the city limits is estimated at \$200,000 to \$250,000. An agreement will be entered into with the County to define roles, responsibilities, and cost sharing. The responsibilities for actual construction costs will be determined along with the project development cost estimates. The County's portion is anticipated to include a creek crossing and property acquisition, while the City's portion would either be within existing right-of-way or through City property. Gas Tax – Highway User Tax Account is the identified funding source for the City's anticipated share of initial costs.

Project Schedule Estimate:

Project development is anticipated to take 12-24 months depending upon the complexities of property acquisition and other identified constraints. The schedule is dependent on Marin County Parks workplans.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
229 Gas Tax HUTA	80,000	80,000	(80,000)	-	-	-	-
Total	80,000	80,000	(80,000)	-	-	-	-

Citywide Bridge Assessment/Improvement (Group 1)

Project No.:	17-007	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective:

To assess Novato's bridges, quantify deferred maintenance and improvements required, and submit an application to the federal Highway Bridge Program (HBP) under the Bridge Preventive Maintenance Guidelines (BPMG).

Location: Citywide

Project Description and Background:

Novato's bridges are inspected by Caltrans every two years, and reports forwarded to the City. When an issue requiring correction is identified, the City makes application to the HBP for funding of the improvements. There are often issues identified in the reports and observations made by staff or the public that are not substantive enough to warrant an HBP project that would renovate or replace a structure, but would be eligible for funding under the BPMG. This project would complete an inventory of all Novato bridges.

Cost Estimate and Revenue Considerations:

The estimate is for staff/consultant time to generate and evaluate the inventory and complete the application. The project development and construction costs of any improvements would be included in a future CIP project. HUTA & RMRA Gas Taxes are the identified funding source, but additional funding will be required for construction.

Project Schedule Estimate:

Project development work is in process and will continue through the fiscal year. Construction schedule is dependent on additional funding.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
229 Gas Tax HUTA	75,000	67,352	-	-	-	-	-
Total	75,000	67,352	-	-	-	-	-

MTC Pavement Management Phase IV

Project No.:	18-003	Category:	TDU
Budget Status:	Carryover	Funding Status:	Complete

Project Objective:

Maintain the city's Pavement Management System based on the StreetSaver Program developed by the Metropolitan Transportation Commission (MTC). Continue Novato's certification with MTC as a pavement management program user.

Location: Novato public streets network.

Project Description and Background:

This project is the continuation of previous CIP #13-002, which expired on June 30, 2017. This project will measure the pavement life of a street after construction, reconstruction, or rehabilitation and develop the most cost-effective rehabilitation strategies for pavement maintenance. Through use of the Pavement Management System, Novato remains eligible to apply for transportation grants for other projects. The Pavement Management System database must be maintained on a regular basis by inputting new streets into the system, entering maintenance treatments applied to streets, rating streets that do not receive maintenance treatments within the three-year cycle, updating the unit costs for maintenance treatments, data collection, updating the city's Geographic Information System (GIS), and programming future project funding. To remain certified with MTC the City must submit an annual report or make the database available through the internet for MTC to review.

Cost Estimate and Revenue Considerations:

Project development costs are for the rating of City streets, to maintain the database used by StreetSaver, and for staff to attend MTC pavement management trainings and submit reports and information as required. Gas Taxes (HUTA and RMRA) are the City's funding sources for this project. Every 3 years the City applies for a Pavement Technical Assistance Program ("P-TAP") grant through MTC to re-evaluate the street network and update pavement treatment strategies. The P-TAP grants are administered through MTC so funding for this work does not pass through the City.

Project Schedule Estimate:

Project development costs are for the rating of City streets, to maintain the database used by StreetSaver, and for staff to attend MTC pavement management trainings and submit reports and information as required.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
229 Gas Tax HUTA	30,019	18,000	-	-	15,000	15,000	30,000
229.105 Gas Tax RMRA	140,000	51,011	-	-	-	-	-
Total	170,019	69,011	-	-	15,000	15,000	30,000

Municipal Buildings Deferred Maintenance

Project No.:	18-008	Category:	MUNI
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective:

To perform municipal building repairs and equipment replacements to address deferred maintenance items identified in the 2013 Novato Facilities Condition Assessment and Maintenance Analysis.

Location: City-owned buildings

Project Description and Background:

The Facility Conditions Assessment Report identified and prioritized deferred building maintenance items for repair and replacement at the 21 active-use city-owned buildings. Two previous Civic Facilities Deferred Maintenance CIP projects have addressed high priority items such as replacement of heating and air conditioning systems, fire suppression systems, roofing, siding, and flooring. Civic Facilities Deferred Maintenance Group 3 will address the items identified for repair/replacement in FY19/20 and fund other items from previous years that have not been addressed to date.

Cost Estimate and Revenue Considerations:

Costs are based on estimates included in the Facility Conditions Assessment Report for items that exceed the Public Works Buildings Maintenance operating budget capacity or require external technical expertise to repair/replace. In some cases funds are programmed over multiple years in order to cover large expenditures in the future. Facilities Long Term Maintenance Fund is the identified funding source.

Project Schedule Estimate:

Building maintenance is an ongoing activity. Specific expenditures under this project are identified and prioritized in the Facility Conditions Assessment Reports.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
118 LTM-Facilities	165,000	8,000	50,000	50,000	50,000	50,000	50,000
Total	165,000	8,000	50,000	50,000	50,000	50,000	50,000

Hamilton Arts Center Deferred Maintenance

Project No.:	19-005	Category:	MUNI
Budget Status:	Carryover	Funding Status:	Complete

Project Objective:

Remediate the highest priority deferred maintenance and capital renewal projects, including accessibility upgrades, window replacements, floor treatments, plumbing and electrical work as recommended by the Facility Condition Assessment Reports.

Location: Hamilton Arts Center

Project Description and Background:

This project will consolidate the recommended priority maintenance and capital renewal efforts into a series of contracts to address key building improvements identified in the 2013 Faithful and Gould Facility Condition Assessments and the subsequent update to the Americans with Disabilities Act (ADA) Transition Plan. Historical analysis and seismic retrofit assessments will be included in this project. The Hamilton Army Air Field Discontiguous Historic District was established on the National Historical Registry in 1998. In 2000, the City of Novato (through the Novato Public Finance Authority) acquired the 'Building 500 complex' at Hamilton, a group of buildings located in the historic center of the former Hamilton Field military base. Building 500, the former base Headquarters building, is considered the key historical building of the district. The buildings are leased to several tenants, the main tenant being the Marin Museum of Contemporary Art (MarinMOCA), other tenants include individual artists and Beso Bistro Café. The rental revenue and associated operating and building reserves for maintenance and capital expenses are captured in the Hamilton Arts Center Fund.

Cost Estimate and Revenue Considerations:

The cost estimate is based on the Facilities Condition Assessment Report and required modifications identified in the City's Americans with Disabilities Act (ADA) Transition Plan. The project will be funded by the Hamilton Arts Center Fund.

Project Schedule Estimate:

The project schedule is based off of individual work items prioritized by health and safety and ADA improvements, then deferred maintenance, then tenant convenience within the available resources.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
220 Hamilton Arts	950,000	767,965	-	-	-	-	-
Total	950,000	767,965	-	-	-	-	-

Margaret Todd Senior Center Exterior Siding and Roof

Project No.:	19-006	Category:	MUNI
Budget Status:	Carryover	Funding Status:	Complete

Project Objective: The project will replace the roof and siding of the Margaret Todd Senior Center.

Location: 1560 Hill Rd.

Project Description and Background:

The roof and siding of the Margaret Todd Senior Center have reached the end of their useful service life. The plywood siding and roof were 25-years old as of 2018. Maintenance costs to repair leaks and patch dry-rot in the siding have been increasing over the last few years and are expected to increase until the original materials are replaced. Staff will evaluate long-service life/low-maintenance siding options such as fiber-cement products when developing this project and will engage with Todd Center members and staff when recommending material selections.

Cost Estimate and Revenue Considerations:

Preliminary cost estimates are based on consultation with city facilities maintenance staff and informal estimates from industry professionals. Long Term Maintenance - Facilities is the funding source for this project as well as Parks Measure A.

Project Schedule Estimate:

Project development and construction are planned for FY24/25 and FY25/26.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
118 LTM-Facilities	-	-	350,000	350,000	-	-	-
237 Parks Measure A	-	-	50,000	50,000	-	-	-
Total	-	-	400,000	400,000	-	-	-

Novato Blvd at San Marin - Sutro Improvements

Project No.:	19-009	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective:

To improve traffic operations, and improve pedestrian and bicycle facilities at and near the intersection of Novato Boulevard at San Marin Drive/Sutro Avenue.

Location: Novato Blvd at San Marin-Sutro.

Project Description and Background:

This project was initiated by Girl Scout Ashley Leonard to provide continuous pedestrian and bicycle facilities at this intersection and improve traffic operations from the existing Level of Service (LOS) F breakdown conditions during the PM peak hour.

The project will construct new pedestrian and bicycle facilities and other improvements on a route serving multiple local schools, improving access and safety for vulnerable bicyclists and pedestrians.

Cost Estimate and Revenue Considerations:

The project cost estimate is approximately \$2.5M: \$0.5M for Project Development and \$2.0M for Construction and Construction Management. Staff have applied for various grants to fund the project but the applications were unsuccessful.

Project Schedule Estimate:

The project schedule is dependent on the grant funding status. Current FY budget will fund the Project Development: environmental studies, public outreach and project design. The construction phase of this project is currently not funded.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
229.105 Gas Tax RMRA	65,270	1,050	-	-	-	-	-
235.160 TAM Measure B (VRF)	-	-	511,000	-	-	-	-
Total	65,270	1,050	511,000	-	-	-	-

Evaluation of Leib Property for Future Uses

Project No.:	19-010	Category:	PRCS
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective & Background:

This project was originally intended to develop and construct a community garden at the City-owned Leib property. However, at the April 26, 2022 City Council meeting, staff provided a project update to the City Council and explained the need for additional funding due to several challenges: irrigation water supply issues due to drought conditions, high construction costs due to labor and material shortages, financial constraints and lack of resources available to operate and maintain the garden, and an uncertain level of interest in the community in renting garden plots. Staff were directed to cancel the project and it was suggested to explore potential uses of the entire Leib property as there is no plan for the City’s use of the roughly 10-acre site. This project was renamed and rescope to evaluate the Leib property for future uses as a part of the FY23/24 CIP Budget approval process.

Location: 1521 - 1525 Hill Road

Cost Estimate and Revenue Considerations:

Long Term Maintenance - Facilities Fund and Quimby In-Lieu Fees were approved as the initial funding sources for the former community garden project. The remaining balance of these funds—possibly combined with additional funding—will support a future planning process for the potential uses of the site.

Project Schedule Estimate:

Project development work on the community garden initial study and environmental document began in the spring of 2019 and was close to completion in the spring of 2022, however additional funding was needed to address the challenges the project was facing at the time. Development work on the community garden ceased following the April 26, 2022 City Council meeting. Future planning work will determine the next steps for this City-owned property.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
118 LTM-Facilities	15,000	2,268	-	-	-	-	-
214 Quimby In-Lieu Fees	50,000	-	-	-	-	-	-
237 Parks Measure A	150,000	124,089	(124,089)	-	-	-	-
Total	215,000	126,357	(124,089)	-	-	-	-

Energy Efficiency Utility Upgrades

Project No.:	20-002	Category:	MUNI
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective: The project intends to reduce the city's usage of water and electricity.

Location: Citywide, City-owned facilities

Project Description and Background:

Utility rates continue to increase year-by-year and the City's water usage at parks has also increased in recent years. This project will implement energy-efficiency improvements such as installing water saving "smart" irrigation controllers at high-water usage parks and medians and will serve as a platform to seek grant funding to support other energy-saving and sustainability measures.

Cost Estimate and Revenue Considerations:

\$25,000 was included as the initial budget appropriation to purchase new irrigation controllers for priority areas and to serve as "seed" money for grant opportunities. An additional \$25,000 from the Long Term Maintenance - Facilities fund was appropriated in FY24/25 to continue these efforts.

Project Schedule Estimate:

Product research started in the fall of 2019. Purchase and installation of new irrigation controllers for a pilot program at Indian Valley College occurred in May 2020. Staff will continue product research and evaluation identifying water efficiency measures to implement. Staff has prioritized upgrades to park irrigation systems for FY24/25.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
118 LTM-Facilities	75,000	-	50,000	-	-	-	-
Total	75,000	-	50,000	-	-	-	-

EV Charging Stations – City Hall

Project No.:	20-003	Category:	TDU
Budget Status:	Carryover	Funding Status:	Complete

Project Objective: To install charging infrastructure to support electric vehicles in the City fleet.

Location: City Facilities

Project Description and Background:

The City Council has expressed interest in greening the City fleet vehicles. Staff have been analyzing fleet vehicle usage and believe that electric vehicles (EVs) may be a good option to replace certain gasoline-powered vehicles in the near future. This project would draw power from the main electrical panel of the Community House and install conduit and conductors underground from that panel to the employee section of the parking lot at 922 Machin Avenue, install two dual-head level-2 charging stations, and extend conduit and a pullbox further toward Machin Avenue to allow for additional chargers to be installed in the future.

Cost Estimate and Revenue Considerations:

Cost estimates are based on preliminary proposals received by staff for this work. Staff has secured rebate funding from MCE Clean Energy, and the Transportation Authority of Marin (TAM) in the amount totaling \$26,000. SBI RMRA Gas Tax is an additional proposed funding source for this project.

Project Schedule Estimate:

This project is ongoing with the anticipation of additional EV chargers to be placed at City facilities.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
229.105 – Gas Tax RMRA	50,000	-	-	-	-	-	-
245 – ARPA	200,000	19,748	-	-	-	-	-
Total	250,000	19,748	-	-	-	-	-

Sidewalk Repair Program - Matching Funds

Project No.:	21-002	Category:	TDU
Budget Status:	Carryover	Funding Status:	Complete

Project Objective:

To partner with homeowners to repair or replace cracked or uplifted sections of sidewalk.

Location: Citywide

Project Description and Background:

California Streets and Highway Code Sections 5600 et seq. and Novato Municipal Code Section 15-2.46 provide that owners of real property fronting on any portion of a public street or place shall maintain the sidewalk in such condition that it will not endanger persons or property or interfere with the public convenience in the use of those works or areas. Other cities in the area have adopted community sidewalk repair programs, where the city sets aside funds to match homeowner sidewalk repair costs up to a certain amount. This project will initiate Novato's Sidewalk Repair Program and provide funding for the cost sharing of future sidewalk repairs. Exact details of the program are yet to be determined.

Cost Estimate and Revenue Considerations:

\$100,000 to \$150,000 has been programmed for each year in the CIP as matching dollars for repairs and to support the development and administration of the program. TAM Measure AA transportation sales tax dollars serve as the source to fund the city portion of future sidewalk repairs.

Project Schedule Estimate:

The Sidewalk Repair Program is being developed and the matching funds are anticipated to be made available to residents beginning in early 2024.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
236.600 TAM Measure AA	400,000	527,977	150,000	150,000	150,000	150,000	150,000
Total	400,000	527,977	150,000	150,000	150,000	150,000	150,000

Underground Fuel Tank Replacement

Project No.:	22-002	Category:	MUNI
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective & Description:

Permanently close, remove, or possibly replace the City's two single-walled underground fuel storage tanks in accordance with State Water Board requirements to do so before December 31, 2025;

Location: Near 909 Machin Ave.

Cost Estimate and Revenue Considerations:

The initial cost estimate to permanently close the existing tanks and replace them with above-ground units is \$200,000. Funding from the Long Term Maintenance – Facilities account is programmed for FY24/25.

Project Schedule Estimate:

Project Planning - From FY21/22 through FY23/24. Construction - FY24/25

FY24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
119 LTM-Infrastructure	-	-	450,000	-	-	-	-
Total	-	-	450,000	-	-	-	-

DeLong-Diablo Ave. Corridor Enhancements

Project No.:	22-003	Category:	TDU
Budget Status:	Carryover	Funding Status:	Complete

Project Objective:

Enhance safety along the corridor by installing traffic signal improvements, modifying right-turn slip lanes, providing high visibility crosswalks, and installing other pedestrian and bicycle improvements.

Location: DeLong-Diablo Corridor from Reichert Avenue to Novato Blvd.

Project Description and Background:

The project proposes several traffic safety elements to be installed to calm arterial traffic, improve pedestrian crossings by shortening pedestrian crossing distances and increasing the visibility of traffic signals. The enhancements were recommended by the 2017 Marin County Travel Safety Report that was prepared as a part of a countywide Systemic Safety Analysis. De Long Avenue/Diablo Avenue is a multi-lane arterial that carries regional traffic through Novato and connects with Highway 101. The corridor is also an important east-west connection for pedestrians and is one block from downtown Novato and the Redwood & Grant Transit Center. Because of collision data and resident concerns, project improvements along De Long Avenue/Diablo Avenue represent a high priority for enhancing safety in the community.

Cost Estimate and Revenue Considerations:

\$1,146,300 was awarded to the City for this project as a part of the Federal Highway Safety Improvement Program (HSIP) in 2019.

Project Schedule Estimate:

Construction work begun in January, 2024 and will be completed in June. Final payment to the contractor will follow in July 2024.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
119 LTM-Infrastructure	300,000	43,670	-	-	-	-	-
234.121 Grant HSIP	1,142,000	190,183	-	-	-	-	-
Total	1,442,000	233,853	-	-	-	-	-

Technology Systems Improvements

Project No.:	22-007	Category:	TOI
Budget Status:	Carryover	Funding Status:	Complete

Project Objective:

Acquire and implement software to support organizational efficiency and public convenience.

Location: Supports internal operations at the City’s administrative offices.

Project Description and Background:

This project proposes to procure and implement online permitting software for the Community Development Department, California Public Records Act software for the City Clerk’s office, and recreation program scheduling software for the Parks, Recreation, and Community Services Department, as well as other technology replacements.]

Cost Estimate and Revenue Considerations:

\$500,000 of American Recovery Plan Act one time funds and a matching percentage of Development Impact Fees - Government Systems were approved for this project in FY21/22.

Project Schedule Estimate:

FY 21/22: Selection, Testing. FY24/25: Implementation

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
General Fund	100,000	-	-	-	-	-	-
241.156 DIF-Gov’t Systems	100,000	84,852	-	-	-	-	-
245 ARPA	500,000	139,437	-	-	-	-	-
Total	700,000	224,289	-	-	-	-	-

2023 Annual Pavement Rehabilitation

Project No.:	23-001	Category:	TDU
Budget Status:	Carryover	Funding Status:	Complete

Project Objective:

To rehabilitate the pavement on streets as identified in the City's Pavement Management Program.

Location: TBD

Project Description and Background:

This project will resurface pavement on city streets as identified in the City's Pavement Management Program and as funding will allow. Pavement Condition Index (PCI) and other factors are used to prepare a recommendation of priority street segments to receive pavement rehabilitation in a given fiscal year. The type of rehabilitation work will include scrub-seal and microsurfacing. This project will also upgrade pedestrian facilities to meet accessibility requirements and include bike lane striping and traffic safety enhancements like crosswalks.

Cost Estimate and Revenue Considerations:

Costs are based on the projected Gas Tax revenue available in FY23/24 for street paving: the Road Maintenance Rehabilitation Account and Highway User Tax Account funding. \$1.8M was approved in FY23/24 to support this project. It is anticipated that approximately \$200,000 will be needed for project development and \$1.5M will be available for construction.

Project Schedule Estimate:

Project development work on the City's annual paving projects typically begins in September and is completed by May of each year. Construction usually starts in June and is completed by September of each year so that the majority of work is performed while schools are not in session. This project is anticipated to be constructed during the fall of 2024.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
229 Gas Tax HUTA	520,000	-	-	-	-	-	-
229.105 Gas Tax RMRA	1,180,000	653,633	-	-	-	-	-
235.160 TAM Measure B (VRF)	74,826	-	-	-	-	-	-
240 Restricted Revenue	25,444	-	-	-	-	-	-
Total	1,800,270	653,633	-	-	-	-	-

Replace Wooden Streetlight Poles

Project No.:	23-003	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective: To replace aged and failing wooden streetlight poles with modern metal poles.

Location: Wooden streetlight pole locations citywide.

Project Description and Background: Each year, the Public Works Department typically replaces a few wooden streetlight poles that have either failed or appear to be near failure. In the past few years, the number of failing wooden streetlight poles has increased and it has become more difficult to obtain replacement poles of similar style. Staff recommend that the failing wooden poles be replaced with metal poles that are expected to have a longer service life.

Cost Estimate and Revenue Considerations:

With approximately 1,500 wooden streetlight poles citywide and an estimated \$8,000/ea replacement estimate, the total cost to replace every wooden pole is approximately \$12M. It is not practical nor is it necessary for the City to replace all 1500 poles at one time, but funding will be necessary to address this need over the next several years. \$200,000 in Long Term Maintenance - Infrastructure funding for replacements was approved in FY22/23 and programmed through FY24/25 to replace the highest priority locations as needed. TAM Measure AA is programmed for replacements in FY25/26 and FY26/27.

Project Schedule Estimate: City Council adopted new metal streetlight pole standards December 6, 2022. Staff will work with homeowners' groups to determine the appropriate streetlighting replacements for each particular neighborhood.

FY24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
119 LTM-Infrastructure	200,000	308,605	-	-	-	-	-
236.600 TAM Measure AA	-	-	250,000	250,000	250,000	250,000	-
Total	200,000	308,605	250,000	250,000	250,000	250,000	-

Lynwood Slough Storm Drain Project

Project No.:	23-004	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective: To increase the storm drainage capacity in the Lynwood Slough/Sunset Parkway storm drainage system to meet the City's 25-year capacity requirement.

Location: The drainage system is located east and south of Lynwood Elementary school.

Project Description and Background:

The City's adopted Storm Drain Master Plan identifies \$3,000,000 worth of improvements needed to increase the capacity of the Lynwood Slough/Sunset Parkway storm drainage system. Specifically, to construct new reinforced concrete pipe culverts in Novato Blvd. and Sunset Pkwy; construct a new reinforced concrete box culvert in S. Novato Blvd. and along the school property; and construct two new reinforced concrete box culverts from the school to Lynwood Slough.

Cost Estimate and Revenue Considerations:

The project cost estimate of \$3,000,000 is based on preliminary concepts for the work and is subject to change as the project is developed. \$750,000 of Long Term Maintenance – Infrastructure funds were programmed in FY26/27 to support environmental documentation and detailed design work and to serve as local matching funds for future grant applications.

Project Schedule Estimate:

Project development work, including environmental documentation, permitting, and detailed design work is expected to begin in FY26/27 and may take up to two years to complete. Construction would follow pending the availability of funding.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
119 LTM-Infrastructure	-	-	-	-	300,000	800,000	-
241.158 DIF Drainage	-	-	-	-	-	600,000	-
Total	-	-	-	-	300,000	1,400,000	-

Accessibility Upgrades – San Marin at San Andreas

Project No.:	23-006	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective:

To upgrade the pedestrian facilities at the intersection of San Marin Dr. and San Andreas Dr. to meet accessibility standards.

Location: The intersection of San Marin Dr. and San Andreas Dr.

Project Description and Background:

This project proposes to modify the intersection of San Marin Dr. at San Andreas Dr. to eliminate all of the free right turn lanes from the intersection, extend the existing sidewalks to the raised islands to create bulb-outs to shorten pedestrian crossing distances, and install curb ramps to meet accessibility requirements. The southeast corner of this intersection is the site of an approved “live/work” private development project and a condition of approval of that project is to design and install similar improvements along the project frontage. This project will complete the remaining three corners of the intersection.

Cost Estimate and Revenue Considerations:

The preliminary cost estimate of \$500,000 is based off conceptual plans and anticipated quantities for concrete curb/gutter/sidewalk and curb ramp construction. Preparation of plans and specifications is estimated to cost \$50,000. Gas Tax – Road Maintenance Rehabilitation Account funds are programmed in FY25/26 to support the development and construction of this project.

Project Schedule Estimate:

The project is currently scheduled to be designed in late 2025/early 2026 with construction to occur in spring/summer 2026 while areas schools are on summer break.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
229.105 Gas Tax RMRA	-	-	-	550,000	-	-	-
Total	-	-	-	550,000	-	-	-

2024 Annual Pavement Rehabilitation

Project No.:	24-001	Category:	TDU
Budget Status:	Carryover	Funding Status:	Complete

Project Objective:

To rehabilitate the pavement on streets as identified in the City's Pavement Management Program.

Location: Various City streets to be determined.

Project Description and Background:

This project will resurface pavement on city streets as identified in the City's Pavement Management Program and as funding will allow. Pavement Condition Index (PCI) and other factors are used to prepare a recommendation of priority street segments to receive pavement rehabilitation in a given fiscal year. The type of rehabilitation work will vary from scrub-seals and microsurfacing to grinding/paving or recycled pavement options depending on the condition of the roadways. These projects will also upgrade pedestrian facilities to meet accessibility requirements and often include bike lane striping and traffic safety enhancements like crosswalks. The Complete Streets & Pathways Oversight Committee reviews the pavement management data and streets recommendation list, considers public input, and makes a further recommendation to the City Council for the final approval of each annual pavement rehabilitation project.

Cost Estimate and Revenue Considerations:

Costs are based on the projected Gas Tax revenue available for street paving; the Road Maintenance Rehabilitation Account and Highway User Tax Account funding. \$1.8M was approved in FY23/24 and additional \$450,000 is proposed to be added in FY24/25 to support this project. Approximately \$250,000 will be needed for project development which will be funded by American Rescue Plan funds. It is anticipated that \$2.0M will be available for construction.

Project Schedule Estimate:

Each annual paving project is designed and approved during the year in the title and either constructed that same year or the following season, weather permitting. Project development work typically begins in September and completed by May of each year. Construction usually starts in June and is completed by September of each year.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
229 Gas Tax HUTA	-	-	174,782	-	-	-	-
240 Restricted Revenue	-	-	25,218	-	-	-	-
245 American Rescue Plan	-	-	250,000	-	-	-	-
229.105 Gas Tax RMRA	-	958,522	-	-	-	-	-
Total	-	958,522	450,000	-	-	-	-

2024-2028 Traffic, Bicycle, & Ped Improvements

Project No.:	24-002	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective:

To provide improvements for bicyclists, pedestrians, drivers and residents by implementing traffic calming features, crosswalk/walkway enhancements, bicycle facilities, and traffic congestion relief measures.

Location: Locations within the public right-of-way citywide.

Project Description and Background:

A five-year program proposed to fund the City’s consulting traffic engineer, traffic engineering investigation program, bicycle pedestrian master plan improvements, and recommendations for safety enhancements and facility improvements that come out of those investigations. As areas of interest are identified by public request, collision data analysis, and operational analyses, this project will allow staff to investigate and implement solutions on a case-by-case basis where improvements are not feasible as part of another CIP project. Complex issues will be brought to the attention of the Complete Streets and Pathways Oversight Committee (CSPOC).

Cost Estimate and Revenue Considerations:

Costs include annual consultant services contract with engineer, project development and recommendations. This project is currently funded by TAM Measure AA.

Project Schedule Estimate:

This is the new continuation of an ongoing capital project that has made many improvements throughout the City over the last several years.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
236.300 TAM Measure A Reserve	-	-	3,919	-	-	-	-
236.600 TAM Measure AA	-	76,363	300,000	300,000	300,000	300,000	-
Total	-	76,363	303,919	300,000	300,000	300,000	-

MS4 Permit Trash Capture Devices

Project No.:	24-003	Category:	TDU
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective: To comply with trash capture requirements for the state of CA.

Location: Various locations throughout the City.

Project Description and Background:

The State Water Resources Control Board issued separate orders to all Municipal Separate Storm Sewer System (MS4) permittees to prevent trash from entering storm drains and waterways. The Trash Capture Devices project, 24-003, will provide local matching funds to be used in conjunction with grant funding to design and install trash capture devices in the City's storm drain system. This will allow the City to be compliant with new National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) stormwater discharge permit requirements.

Cost Estimate and Revenue Considerations:

Funding will come from the Clean Stormwater fund. Also, partnering with the county on an EPA grant.

Project Schedule Estimate:

The final compliance date for implementation of 100% trash capture is December 2030.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
211 Clean Stormwater	-	500,000	(500,000)	-	-	-	-
238 Clean Stormwater CIP	-	-	500,000	-	-	-	-
241.158 DIF-Drainage	-	-	100,000	-	-	-	-
Total	-	500,000	100,000	-	-	-	-

Replace Gymnastics Center Roof

Project No.:	24-004	Category:	MUNI
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective: To replace the Novato Gymnastics Center Roof

Location: Novato Gymnastics Center, 950 Seventh Street

Project Description and Background:

This project proposes \$350,000 of LTM-Facilities funding to replace the roof at the Gymnastic Center. This was identified as a high priority facility need by the Parks, Recreation, and Community Services (PRCS) Department.

Cost Estimate and Revenue Considerations:

Costs are rough estimates for materials and labor. Funding will come through the city's Long-Term Maintenance Fund, DIF and Parks Measure A.

Project Schedule Estimate:

Project development is estimated to take place starting summer 2024.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
118 LTM-Facilities	-	92,500	150,000	-	-	-	-
241.152 DIF-Recreation	-	-	80,000	-	-	-	-
237 Parks Measure A	-	-	150,000	-	-	-	-
Total	-	92,500	380,000	-	-	-	-

Ammo Hill Building Demolition

Project No.:	24-005	Category:	MUNI
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective: Remove Buildings on Ammo Hill that are regularly tagged with graffiti.

Location: Ammo Hill, in the Hamilton Neighborhood

Project Description and Background:

The Ammo Hill Building Demolition Project, 24-005, proposes to remove two abandoned concrete block buildings from the upper portion of Ammo Hill near the North Marin Water District tank site. The buildings are unused, slated for demolition in the Hamilton Field Reuse planning documents, and are regularly tagged with graffiti that is highly visible from nearby neighborhoods and requires ongoing maintenance resources to abate.

Cost Estimate and Revenue Considerations:

The full cost will be estimated during the planning phase of this project.

Project Schedule Estimate:

TBD

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
119 LTM-Infrastructure	-	-	-	150,000	-	-	-
Total	-	-	-	150,000	-	-	-

HVAC Replacement – Downtown Recreation Center (DRC) & Gymnastics Center

Project No.:	24-006	Category:	MUNI
Budget Status:	Carryover	Funding Status:	Incomplete

Project Objective: To replace the HVAC system at the DRC & Gymnastics Center

Location: Downtown Recreation Center & Gymnastics Center

Project Description and Background:

New project 24-006 is proposed to replace the Heating, Ventilation, and Air Conditioning (HVAC) systems at the Downtown Recreation Center (DRC) and Gymnastics Center. This was also identified as a high priority facility need by the PRCS Department.

Cost Estimate and Revenue Considerations:

Costs are based on the Facilities Condition Assessment Reports.

Project Schedule Estimate:

This project is programmed to be accomplished in FY26/27.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
118 LTM-Facilities	-	-	-	-	500,000	-	-
Total	-	-	-	-	500,000	-	-

2025 Annual Pavement Rehabilitation

Project No.:	25-001	Category:	TDU
Budget Status:	New	Funding Status:	Incomplete

Project Objective:

To rehabilitate the pavement on streets as identified in the City's Pavement Management Program.

Location:

Various City streets to be determined.

Project Description and Background:

This project will resurface pavement on city streets as identified in the City's Pavement Management Program and as funding will allow. Pavement Condition Index (PCI) and other factors are used to prepare a recommendation of priority street segments to receive pavement rehabilitation in a given fiscal year. The type of rehabilitation work will vary from scrub-seals and microsurfacing to grinding/paving or recycled pavement options depending on the condition of the roadways. These projects will also upgrade pedestrian facilities to meet accessibility requirements and often include bike lane striping and traffic safety enhancements like crosswalks. The Complete Streets & Pathways Oversight Committee (CSPOC) will review pavement management data and streets recommendation list with staff, consider public input, and make a recommendation to the City Council for the final approval of each annual pavement rehabilitation project.

Cost Estimate and Revenue Considerations:

Costs are based on the projected revenue available for street paving. The anticipated funding for this project is \$684,260 from the Road Maintenance and Rehabilitation Act (SB1 RMRA), \$940,000 from Gas Tax HUTA (Highway User Tax Account), and \$150,000 from TAM Measure AA (Transportation Sales Tax), totaling \$1,774,260 for construction capital, as well as project development and administration.

Project Schedule Estimate:

Each annual paving project is designed and approved during the year in the title and either constructed that same year or the following season, weather permitting. Project development work typically begins in September and completed by May of each year. Construction usually starts in June and is completed by September of each year.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
229 Gas Tax	-	-	940,000	-	-	-	-
236.600 TAM Measure AA	-	-	150,000	-	-	-	-
229.105 Gas Tax RMRA	-	-	684,260	-	-	-	-
Total	-	-	1,774,260	-	-	-	-

Annual Traffic Striping and Marking

Project No.:	25-002	Category:	TDU
Budget Status:	New	Funding Status:	Incomplete

Project Objective:

To restripe the traffic lanes and repaint the pavement markings of major road corridors identified by staff.

Location:

Various City streets to be determined.

Project Description and Background:

The annual Traffic Striping and Marking project is envisioned to be on an annual basis. This project will identify key road corridors within the City that have faded lane striping and pavement markings, and to restripe the lanes and repaint the markings with high visibility traffic paint or thermoplastic to enhance traffic, pedestrian and bicycle safety. Staff will identify a list of candidate street segments and seek input from the Complete Streets & Pathways Oversight Committee (CSPOC).

Cost Estimate and Revenue Considerations:

The anticipated funding for this project is \$75,000 from TAM Measure AA (Transportation Sales Tax), for construction capital, as well as project development and administration.

Project Schedule Estimate:

Project development work would begin in July and construction could be completed in late summer or spring.

FY 24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
236.600 TAM Measure AA	-	-	75,000	-	-	-	-
Total	-	-	75,000	-	-	-	-

Parks Master Plan Accessibility Project – Phase 1

Project No.:	25-003	Category:	PRCS
Budget Status:	New	Funding Status:	Incomplete

Project Objective:

To implement corrections of accessibility barriers identified in the 2024 Park Master Plan (PMP) capital project list over an anticipated multi-year plan that is subject to vary depending on funding.

Location:

Miwok Park, Josef Hoog Community Park, Hill Recreation Area, Indian Valley College of Marin, Josef Hoog Community Park, and Novato Gym Center Outdoor.

Project Description and Background:

As part of the master planning process, regulatory access to parks and outdoor spaces, specifically related to individuals with disabilities was assessed. Many of the items in the PMP report are barriers that have been created due to natural environmental impacts (settlement or root damage for example) or repositioning/maintenance items that over time have created a barrier where there was perhaps none initially (too high paper towel dispensers, door stops, etc.).

Cost Estimate and Revenue Considerations:

The anticipated funding for this project is \$58,000 from Parks Measure A.

Project Schedule Estimate:

Project development work would begin in July and construction could be completed over the course of the year.

FY24/25 Approved Funding & Future Programming:

Fund Source(s)	Approved in Prior Year(s)	Projected Balance 06/30/24	FY24/25 Proposed New Funding	FY25/26 Forecast	FY26/27 Forecast	FY27/28 Forecast	FY28/29 Forecast
237 Parks Measure A	-	-	57,537	-	-	-	-
Total	-	-	57,537	-	-	-	-

Adopted Budget 2024-25

FINANCIAL POLICIES



CITY OF NOVATO
CALIFORNIA

BUDGET AMENDMENTS

I. PURPOSE

The purpose of this policy is to establish guidelines and procedures for amending the City's operating budget throughout the fiscal year.

II. POLICY

Appropriations may be transferred to meet higher than anticipated costs but may not impact or expand service levels. Each department has the responsibility for managing its own budget and the Budget Manager has overall responsibility for monitoring the City's operating budget.

III. OPERATING BUDGET TRANSFERS

A. Appropriations of \$15,000 may be transferred to meet higher than anticipated costs and deficit accounts, but may not impact or extend service levels.

B. All accounts should be reviewed on a monthly basis. At no time should the division (e.g., Planning, Finance, Patrol, Senior Citizens) total exceed its budget appropriation. If a budget amendment is required to correct a negative account balance, the transfer amount should cover expenditures for the balance of the fiscal year.

C. All budget amendments require the Budget Manager and the Assistant City Manager signatures in order to confirm budget availability. The forms must also include the Department Head signature. The City Manager's signature is required for all amendments including transfers within a department or division.

IV. AMENDING BUDGET RESOLUTIONS

The City Council authorizes budget amendments in the form of an amending budget resolution which are first approved by the City Manager. City Council authorization is required for any unbudgeted capital outlay items in excess of \$15,000, all transfers from the Contingency Reserve Fund and Unallocated Reserve Account, transfers expanding service levels as well as all budget amendments over \$15,000.

V. INTERFUND TRANSFERS

Budget transfers between funds for \$15,000 or less require a budget amendment form with approval from the City Manager. Transfers in excess of \$15,000 require Council authorization in the form of an amending budget resolution.

VI. UNBUDGETED CAPITAL OUTLAY

Capital outlay items are purchases of fixed assets. Generally, fixed assets are non-expendable items with a unit value of \$1,000 or more and a useful life of three or

more years. Examples of fixed assets include: sedans, patrol vehicles, and office equipment and furniture.

The City Manager may authorize the purchase of an unbudgeted capital outlay item(s) of \$15,000 or less in order to maintain services and programs at approved levels. To purchase item(s), appropriations may be transferred from personnel accounts (400 account series), supplies and services accounts (500 to 800 account series) to a capital outlay account (900 account series) using the budget amendment form. The City Manager may also authorize the substitution of budgeted capital outlay items. The necessary budget amendment form must be submitted prior to Finance processing a requisition for the items.

VII. COST COVERING PROGRAMS

Increases to appropriation accounts for cost covering programs supported with a like increase to revenue or donation accounts under \$15,000 may also be accomplished by submitting a budget amendment form.

DEBT MANAGEMENT POLICY

This Debt Management Policy (the “Debt Policy”) of the City of Novato (the “Issuer”) was approved by the Issuer’s City Council on March 28, 2017. The Debt Policy may be amended by the City Council as it deems appropriate from time to time in the prudent management of the debt of the Issuer.

1. Findings

This Debt Policy is intended to comply with Government Code Section 8855(i), effective on January 1, 2017, and shall govern all debt undertaken by the Issuer.

The Issuer hereby recognizes that a fiscally prudent debt policy is required in order to:

- Maintain the Issuer’s sound financial position.
- Ensure the Issuer has the flexibility to respond to changes in future service priorities, revenue levels, and operating expenses.
- Protect the Issuer’s credit-worthiness.
- Ensure that all debt is structured in order to protect both current and future taxpayers, ratepayers and constituents of the Issuer.
- Ensure that the Issuer’s debt is consistent with the Issuer’s planning goals and objectives and capital improvement program or budget, as applicable.

2. Policies

A. Purposes For Which Debt May Be Issued

(i) Long-Term Debt. Long-term debt may be issued to finance the construction, acquisition, and rehabilitation of capital improvements and facilities, equipment and land to be owned and operated by the Issuer.

(a) Long-term debt financings are appropriate when the following conditions exist:

- When the project to be financed is necessary to provide basic services.
- When the project to be financed will provide benefit to constituents over multiple years.
- When total debt does not constitute an unreasonable burden to the Issuer and its taxpayers and ratepayers.
- When the debt is used to refinance outstanding debt in order to produce debt service savings or to realize the benefits of a debt restructuring.

(b) Long-term debt financings will not generally be considered appropriate for current operating expenses and routine maintenance expenses.

(c) The Issuer may use long-term debt financings subject to the following conditions:

- The project to be financed must be approved by the [GOVERNING BOARD].
- The weighted average maturity of the debt (or the portion of the debt allocated to the project) will not exceed the average useful life of the project to be financed by more than 20%.
- The Issuer estimates that sufficient revenues will be available to service the debt

through its maturity.

- The Issuer determines that the issuance of the debt will comply with the applicable state and federal law.

(ii) Short-term debt. Short-term debt may be issued to provide financing for the Issuer's operational cash flows in order to maintain a steady and even cash flow balance. Short-term debt may also be used to finance short-lived capital projects; for example, the Issuer may undertake lease-purchase financing for equipment.

(iii) Financings on Behalf of Other Entities. The Issuer may also find it beneficial to issue debt on behalf of other governmental agencies or private third parties in order to further the public purposes of Issuer. In such cases, the Issuer shall take reasonable steps to confirm the financial feasibility of the project to be financed and the financial solvency of any borrower and that the issuance of such debt is consistent with the policies set forth herein.

B. Types of Debt

The following types of debt are allowable under this Debt Policy:

- general obligation bonds
- bond or grant anticipation notes
- lease revenue bonds, certificates of participation and lease-purchase transactions
- other revenue bonds and certificates of participation
- tax and revenue anticipation notes
- land-secured financings, such as special tax revenue bonds issued under the Mello-Roos Community Facilities Act of 1982, as amended, and limited obligation bonds issued under applicable assessment statutes
- tax increment financing to the extent permitted under state law
- conduit financings, such as financings for affordable rental housing and qualified 501c3 organizations

The Issuer may from time to time find that other forms of debt would be beneficial to further its public purposes and may approve such debt without an amendment of this Debt Policy.

Debt shall be issued as fixed rate debt unless the Issuer makes a specific determination as to why a variable rate issue would be beneficial to the Issuer in a specific circumstance.

C. Relationship of Debt to Capital Improvement Program and Budget

The Issuer is committed to long-term capital planning. The Issuer intends to issue debt for the purposes stated in this Debt Policy and to implement policy decisions incorporated in the Issuer's capital budget and the capital improvement plan.

The Issuer shall strive to fund the upkeep and maintenance of its infrastructure and facilities due to normal wear and tear through the expenditure of available operating

revenues. The Issuer shall seek to avoid the use of debt to fund infrastructure and facilities improvements that are the result of normal wear and tear.

The Issuer shall integrate its debt issuances with the goals of its capital improvement program by timing the issuance of debt to ensure that projects are available when needed in furtherance of the Issuer's public purposes.

The Issuer shall seek to avoid the use of debt to fund infrastructure and facilities improvements in circumstances when the sole purpose of such debt financing is to reduce annual budgetary expenditures.

The Issuer shall seek to issue debt in a timely manner to avoid having to make unplanned expenditures for capital improvements or equipment from its general fund.

D. Policy Goals Related to Planning Goals and Objectives

The Issuer is committed to long-term financial planning, maintaining appropriate reserves levels and employing prudent practices in governance, management and budget administration. The Issuer intends to issue debt for the purposes stated in this Policy and to implement policy decisions incorporated in the Issuer's annual operations budget.

It is a policy goal of the Issuer to protect taxpayers, ratepayers and constituents by utilizing conservative financing methods and techniques so as to obtain the highest practical credit ratings (if applicable) and the lowest practical borrowing costs.

The Issuer will comply with applicable state and federal law as it pertains to the maximum term of debt and the procedures for levying and imposing any related taxes, assessments, rates and charges.

When refinancing debt, it shall be the policy goal of the Issuer to realize, whenever possible, and subject to any overriding non-financial policy considerations, (i) minimum net present value debt service savings equal to or greater than 3.0% of the refunded principal amount, and (ii) present value debt service savings equal to or greater than 100% of any escrow fund negative arbitrage.

E. Internal Control Procedures

When issuing debt, in addition to complying with the terms of this Debt Policy, the Issuer shall comply with any other applicable policies regarding initial bond disclosure, continuing disclosure, post-issuance compliance, and investment of bond proceeds.

The Issuer will periodically review the requirements of and will remain in compliance with the following:

- any continuing disclosure undertakings under SEC Rule 15c2-12,
- any federal tax compliance requirements, including without limitation arbitrage and rebate compliance, related to any prior bond issues, and
- the Issuer's investment policies as they relate to the investment of bond proceeds.

Whenever reasonably possible, proceeds of debt will be held by a third-party trustee and the Issuer will submit written requisitions for such proceeds. The Issuer will submit a requisition only after obtaining the signature of the Finance Manager. In those cases where it

is not reasonably possible for the proceeds of debt to be held by a third-party trustee, the Finance Manager shall retain records of all expenditures of proceeds through the final payment date for the debt.

September 15, 2015

ATTACHMENT A

City of Novato Reserve Policies

The City of Novato endeavors to maintain adequate reserves for its General Fund and several other funds as a matter of fiscal prudence and sound financial management. These policies will guide the City in:

- Planning for contingencies and unexpected events;
- Maintaining good standing with credit rating agencies;
- Ensuring cash availability when revenue is unavailable; and
- Deciding when to use reserves and how to replenish reserves if they have been spent.

Per current governmental accounting standards (“GASB 54”), fund balances are divided into 5 categories in the financial statements:

Category	Description
Non-Spendable	Cannot be readily converted to cash or cannot legally be spent
Restricted	Externally imposed (by granting agencies, governmental entities, etc.) restrictions on spending
Committed	City Council formally-imposed (by resolution or other action) restrictions on spending
Assigned	Funds reserved by Council direction or City Manager for designated purposes
Unassigned	Residual balance not classified in any of the above categories

For purposes of this document, a fund’s “reserves” include the sum of the Committed, Assigned, and Unassigned Fund Balances for that fund.

General Fund and Emergency & Disaster Response Fund

The General Fund shall not maintain any reserves at year end, except for those designated as Assigned for capital projects, which represent budgeted funds for capital projects that have yet to be completed. Instead, the City shall maintain a separate fund on its books, called the “Emergency and Disaster Response Fund” (hereinafter the “EDRF”) which shall be the main reserve fund for the General Fund. The City maintains this fund to provide a financial buffer in the event of significant economic downturns or for unexpected severe emergencies or natural disasters.

The Government Finance Officers Association maintains a best practice for general reserve funds. While the level of reserves should be assessed on a City’s unique circumstances or risk levels, the generally recommended best practice is to keep at least two months of operating expenditures or 15% reserves.

For Novato, the EDRF shall be maintained at a level equal to 15% of annual General Fund expenditures (excluding “Transfers Out” for purposes of this calculation).

September 15, 2015

When adopting the budget for each fiscal year, the General Fund budget shall be balanced. If the General Fund budget projects a surplus of revenues over expenditures, then a fund transfer out of the General Fund to the EDRF shall be budgeted. If the General Fund budget is expected to encounter a deficit of revenues compared to expenditures, then a transfer of funds from other available, unencumbered funds shall be budgeted to balance the General Fund. If no such funds are available from another source, a fund transfer shall be budgeted from the EDRF to the General Fund in the amount of the projected deficit to ensure that the budget is balanced.

If the General Fund ends the fiscal year with a surplus of revenues over expenditures, any Unassigned fund balance that would result shall be transferred out of the General Fund and into the EDRF.

If the General Fund ends the year with an unexpected deficit which would create a negative Unassigned fund balance, funds shall be transferred from the EDRF at year end to ensure a zero Unassigned fund balance for the General Fund.

The City Council may from time-to-time authorize budget appropriations that would reduce the EDRF below its policy-mandated 15% level. These appropriations should be made only in response to significant events such as (but not limited to):

- Economic downturns / recessions that impact City revenues;
- Natural disasters and declared emergencies; and/or
- State government reductions or takeaways of City revenues.

If the City Council appropriates funds that, for any purpose authorized in this policy, would drop the EDRF below 15%, the next budget cycle should include a plan outlining how the EDRF will be restored to the 15% required reserve level within a reasonable time period.

If the level of the EDRF rises above the required 15% level, appropriations of EDRF funds may be authorized by the City Council for one-time purchases or projects that bring the EDRF back down to the 15% level. Funds above the 15% level shall not be spent on recurring operating expenditures unless otherwise authorized in this policy or a long-term plan for ongoing funding is developed.

It may be prudent from time-to-time to loan funds from the EDRF to other City funds or to invest EDRF in less-than-immediately liquid investments. The City Council shall authorize all such loans and shall make findings in a resolution acknowledging the duration and payback timeframe of said loans, which should not exceed five years. If the loan is made with another entity (for example, the Redevelopment Successor Agency), the loan should also be accompanied by a written loan agreement.

In case of emergencies falling under the purview of Novato Municipal Code Section 2-13, purchases authorized by the Director of Emergency Services under Section 2-13.13(c) may cause the balance in the EDRF to drop below the required 15% level.

Measure F Transactions and Use Tax Fund

This fund, hereinafter known as the Measure F fund, shall be used to account for all funds collected under the Measure F transactions and use tax, which shall be collected in the City of Novato from April 1, 2011 through March 31, 2016.

September 15, 2015

There are no specific reserves required within this fund. However, the City Council has designated \$3 million of unassigned Measure F fund balance as a “Risk Mitigation Reserve”. This reserve will be subject to future City Council decisions about uses for the funds, but is intended to mitigate risk from economic recessions, pension rate and investment earnings fluctuations, unanticipated state takeaways, or unanticipated required expenditures due to changing laws or regulatory requirements.

To the extent Measure F funds are available beyond the Risk Mitigation Reserve mentioned above, they may be used to backfill General Fund deficits while permanent revenue streams or other longer-term budget balancing strategies are implemented.

Recognizing its status as a general purpose tax, the City Council has complete purview to appropriate Measure F funds for any lawful government purpose. However, as a tax with a fixed 5-year duration, Measure F funds should be spent on one-time or short term programs and projects rather than ongoing operating expenditures.

Self-Insurance Fund

The City shall maintain a reserve of \$1 million in the Self-Insurance Fund. This reserve can be used at the City Council’s discretion to pay one-time insurance and liability related costs, such as large unexpected claims, settlements, etc. in addition this fund may be used for one-time proactive risk mitigation measures. The next year’s budget should include a plan to replenish the reserve back to the \$1 million level.

Equipment, Technology and Vehicle Replacement Fund

The City shall maintain an Equipment and Vehicle Replacement Fund (hereinafter “EVRF”) to properly fund the replacement of vehicles, technology and equipment. The City will set aside an appropriate amount of money annually in the fund for each vehicle, technology, or equipment, based on that item’s typical usage and expected useful life. Monies that have accumulated in the fund for a specific asset’s replacement can then be used when the asset is replaced.

No specific reserves are required for the EVRF. However, excess funds not specifically needed for replacements from sources such as interest earnings, surplus sales or trade-ins, auction sales, and lower-than-expected replacement prices should remain in the fund until other EVRF-related purposes are identified for the funds and appropriated by the City Council. Such excess funds can also be used to replace or begin replacement cycles for vehicles, equipment, or technology items that are not currently in the replacement fund.

ADMINISTRATIVE POLICY 4.7

Revised: February 2023

(Issued: April, 1996)

CITY OF NOVATO INVESTMENT POLICY

I. POLICY

In accordance with the City of Novato Municipal Code and under authority granted by the City Council, the City Treasurer is responsible for investing the unexpended cash in the City Treasury.

The investment of the funds of the City of Novato is directed by the goals of safety, liquidity and yield. The authority governing investments for municipal governments is set forth in the California Government Code, Sections 53600 through 53659.

The primary objective of the investment policy of the City of Novato is **SAFETY OF PRINCIPAL**. Effective cash flow management and resulting cash investment practices are recognized as essential to good fiscal management and control. The City's portfolio shall be designed and managed in a manner responsive to the public trust and consistent with state and local law. Portfolio management requires continual analysis and as a result the balance between the various investments and maturities may change in order to give the City of Novato the optimum combination of liquidity and yield/return based on cash flow projections.

II. SCOPE

The investment policy applies to all financial assets of the City of Novato as accounted for in its Annual Audit. Policy statements outlined in this document focus on the City of Novato's pooled funds but will also apply to all other funds under the City Treasurers' span of control unless specifically exempted by statute, ordinance or this policy. The City also has a unique irrevocable trust, entered into with the developer of the Hamilton housing subdivisions, the Hamilton Trust Fund. The trust provides investment income to the General Fund and the Affordable Housing Programs Fund.

III. STANDARD OF CARE

I. Prudence

The standard of prudence to be used by City of Novato investment officials shall be the "prudent investor" standard as defined by California Government Code §53600.3 and shall be applied within the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely manner and appropriate action is taken to control adverse developments.

"When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the City, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like character and with like aims, to safeguard the principal and maintain the liquidity needs of the City."

2. **Ethics and Conflicts of Interest**

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose through filing appropriate disclosure forms with the City Clerk any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

3. **Delegation of Authority**

Through the authority granted by City Council, the responsibility of investing unexpended cash is assigned to the City Treasurer. This includes the daily management responsibility of the investment program and the maintenance of procedures for the management of all cash that is consistent with this investment policy. No person may engage in an investment transaction except as provided under the limits of this Investment Policy.

The City may contract for the use of investment manager services subject to all other provisions of this Investment Policy. The Treasurer shall maintain investment instructions for internal and external management of investments consistent with Government Code requirements.

IV. **OBJECTIVES**

1. **Safety of Principal**

Safety of principal is the foremost objective of the City of Novato. Each investment transaction shall seek to ensure that capital losses are avoided, whether from securities default, broker-dealer default or erosion of market value. The City shall seek to preserve principal by mitigating the two types of risk, credit risk and market risk.

Credit risk, defined as the risk of loss due to failure of the issuer of a security, shall be mitigated by investing in investment grade securities and by diversifying the investment portfolio so that the failure of any one issuer does not unduly harm the City's capital base and cash flow.

Market risk, defined as market value fluctuations due to overall changes in the general level of interest rates, will be mitigated by maintaining a diversified maturity structure.

2. **Liquidity**

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity).

3. **Yield and Return**

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and

liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above. The core of investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

V. SAFEKEEPING AND CUSTODY OF SECURITIES

I. Safekeeping

To protect against fraud or embezzlement or losses caused by collapse of an individual securities dealer, all securities owned by the City shall be held in safekeeping by a third-party custodian bank, acting as agent for the City under the terms of City Council approved custody agreement or investment agreement, and evidenced by safekeeping receipts.

Securities held in custody for the City shall be independently audited on an annual basis to verify investment holdings.

All exceptions to this safekeeping policy must be approved by the City Treasurer in written form and included in quarterly reporting to City Council.

2. Authorized Financial Dealer and Institution

A list will be maintained of financial institutions authorized to provide investment services. In addition, a list will also be maintained of approved security broker/dealers selected by creditworthiness who are authorized to provide investment services in the State of California. These may include "primary" dealers or regional dealers that are guaranteed by a primary dealer and qualify under Securities and Exchange Commission Rule 15C3-1 (uniform net capital rule).

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the following as appropriate:

- audited financial statements
- proof of Financial Industry Regulatory Authority (FINRA) certification
- proof of state registration
- completed broker/dealer questionnaire
- certification of having read the City's investment policy

An annual review of the financial condition and registration of qualified bidders will be conducted by the City Treasurer.

If the City has engaged the services of a registered investment advisory firm, the City will not be required to maintain its own list of financial institutions for investment related services. Instead, the engaged investment advisory firm is authorized to conduct investment transactions on the City's behalf with their own list of approved broker/dealers and financial institutions. The investment advisor's approved list must be made available to the City upon request.

3. Internal Control

The City Manager or designee is responsible for establishing and maintaining an internal controls structure designed to ensure that the assets of the entity are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

The minimum controls in place for the City of Novato shall be:

- a. *Separation of transaction authority from accounting and record keeping.*
The City Treasurer, Director of Administrative Services and their designees may make wire transfers between City accounts. Only the City Treasurer and their designees may make investments. The Director of Administrative Services or designee is responsible for recording all transactions. As part of a dual review and verification process finance staff shall prepare quarterly account reconciliations and recordation of transactions, which shall then be submitted to another finance staff member for approval.
- b. *Custodial safekeeping.* Securities purchased from any bank or dealer including appropriate collateral (as defined by State Law) shall be placed with an independent third party for custodial safekeeping.
- c. *Avoidance of physical delivery securities.* Book entry securities are much easier to transfer and account for since actual delivery of a negotiable document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.
- d. Wire transfer agreement with the lead bank or third-party custodian.
These agreements are on file in the City's Finance Division.

4. Delivery vs. Payment

All trades where applicable will be executed by delivery vs. payment (DVP). This ensures that securities are deposited in the eligible financial institution prior to the release of funds. Securities will be held by a third-party custodian as evidenced by safekeeping receipts.

5. Collateral Requirements

Collateral is required for investments in certificates of deposit, repurchase agreements and reverse repurchase agreements. In order to reduce market risk, the collateral level will be at least 102% of market value of principal and accrued interest.

Only U.S. Treasury securities or Federal Agency securities will be acceptable collateral.

VI. AUTHORIZED INVESTMENTS

I. Authorized Investments

All concentration limits and minimum credit rating requirements shall apply at the time of purchase. In the event a security held by the City is subject to a rating change that brings it below the minimum credit ratings specified in this Policy, the City shall require investment advisors engaged in the investment of City funds to notify City staff of the downgrade and provide a plan of action to address the downgrade.

With the exception of U.S. Treasuries, federal agencies, and authorized pools, investments detailed below are restricted for any one issuer, regardless of security type, to a maximum of 10% of the cost value of the portfolio at the time the investment is made. The total value invested in any one issuer shall not exceed 5% of the issuer's net worth. A five-year maximum maturity limitation is applicable unless determined otherwise by this policy. For purposes of compliance with this Policy,

an investment's term or remaining maturity shall be measured from the settlement date to final maturity. A security purchased in accordance with this Policy shall not have a forward settlement date exceeding 45 days from the time of investment.

Investment of City cash is governed by the California Government Code Sections 53600 et seq. Within the context of the limitations, the following investments are authorized:

- a. Bonds issued by the local agency, including bonds payable solely out of the revenues from a revenue -producing property owned, controlled, or operated by the local agency or by a department, board, agency, or authority of the local agency.
- b. United States Treasury Bills, Bonds, and Notes or those for which the full faith and credit of the United States are pledged for payment of principal and interest. There is no percentage limitation of the portfolio which can be invested in this category, although a five-year maturity limitation is applicable.
- c. Federal Agency or United States Government-Sponsored Enterprise Obligations, Participations, or other Instruments, including those issued by or fully guaranteed as to principal and interest by federal agencies or United States government-sponsored enterprises. There is no percentage limitation of the portfolio which can be invested in this category, although a five-year maturity limitation is applicable.
- d. Bonds, notes, warrants, or other evidence of indebtedness of this state and any local agency within this state, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by the state or local agency, or by a department, board, agency, or authority of the state or local agency.
 Registered treasury notes or bonds of any of the other 49 states in addition to California, including bonds payable solely out of the revenues from a revenue-producing property owned, controlled, or operated by a state or by a department, board, agency, or authority of any of the other 49 states, in addition to California.
 Securities eligible under this subdivision shall be rated in a rating category of "AA" or the equivalent or better by a Nationally Recognized Statistical Rating Organization (NRSRO).
- e. Bills of exchange or time drafts drawn on and accepted by commercial banks, otherwise known as banker's acceptances. Banker's acceptances purchased may not exceed 180 days to maturity or 40% of the cost value of the portfolio.
- f. Commercial paper rated in the highest letter and number rating category by one or more NRSROs., The corporation that issues the commercial paper shall meet all of the following conditions in either paragraph (1) or paragraph (2).

(1) The entity meets the following criteria: (a) is organized and operating within the United States, as (a) general corporation, (b) has total assets in excess of five hundred million dollars (\$500,000,000), and (c) has debt, other than commercial paper, if any, that is rated in the highest rating category (without regard to any gradations within such categories by numerical qualifier or otherwise) by a NRSRO.

(2) The entity meets the following criteria: (a) is organized within the United

States as a special purpose corporation, trust or limited liability company, (b) has program-wide credit enhancements including, but not limited to over collateralization, letters of credit, or surety bond, and (c) has commercial paper that is rated “A-1” or higher, or the equivalent by a NRSRO.

Purchases of eligible commercial paper may not exceed 270 days to maturity. Purchases of commercial paper may not exceed 25% of the cost value of the portfolio.

- g. Negotiable Certificates of deposit issued by a nationally or state chartered bank, a savings association or a federal association, a state or federal credit union, or by a federally licensed or state-licensed branch of a foreign bank. Purchases of negotiable certificates of deposit may not exceed 30% of the cost value of portfolio. A maturity limitation of five years is applicable.
- h. Repurchase agreements which specify terms and conditions may be transacted with banks and broker dealers. The maturity of the repurchase agreements shall not exceed 90 days. The market value of the securities used as collateral for the repurchase agreements shall be monitored by the investment staff and shall not be allowed to fall below 102% of the value of the repurchase agreement. An investment agreement is required between the City of Novato and the broker dealer or financial institution for all repurchase agreements transacted.
- i. Reverse repurchase agreements which specifies terms and conditions may be transacted with broker dealers and financial institutions but cannot exceed 20% of the cost value of the portfolio value on the date entered into. The City may enter into reverse repurchase agreements only to fund short term liquidity needs. The term of reverse repurchase agreements may not exceed 90 days.
- j. Local Agency Investment Fund (LAIF) which is a State of California managed investment pool may be used up to the statutory limit.
- k. The pooled cash program as managed by the Treasurer of Marin County may be used up to the maximum permitted by California State Law.
- l. Time deposits, non-negotiable and collateralized in accordance with the California Government Code, in those banks and savings and loans associations which meet the requirement for investment in negotiable certificate of deposit. The issuer firm should have been in existence for at least five years. The City may waive the first \$250,000 of collateral security for such deposits if the institution is insured pursuant to federal law. Since time deposits are not liquid, no more than 25% of the cost value of the portfolio may be invested in this investment type.
- m. Medium Term Corporate Notes, issued by corporations organized and operating within the United States or by depository institutions licensed by the United States or any state and operating within the United States. Securities eligible for investment shall be rated in a rating category of “A” or its equivalent or better by a NRSRO. Purchase of medium term notes may not exceed 30% of the cost value of the portfolio..
- n. Supranationals which are United States dollar denominated senior unsecured unsubordinated obligations issued or unconditionally guaranteed by the International Bank

for Reconstruction and Development (IBRD), International Finance Corporation (IFC), or Inter-American Development Bank (IADB), with a maximum remaining maturity of five years or less, and eligible for purchase and sale within the United States. Investments under this subdivision shall be rated in a rating category of "AA", its equivalent, or better by a NRSRO. Purchases of supranationals shall not exceed 30% of the cost value of the portfolio.

- o. Asset-backed securities including a mortgage passthrough security, collateralized mortgage obligation, mortgage-backed or other pay-through bond, equipment lease-backed certificate, consumer receivable passthrough certificate, or consumer receivable-backed bond. Securities eligible for investment under this subdivision shall be rated in a rating category of "AAA" or its equivalent or better by an NRSRO and have a maximum remaining maturity of five years or less. Purchase of securities authorized by this subdivision shall not exceed 20% of the cost value of the portfolio.
- p. Shares of beneficial interest issued by diversified management companies that are money market funds registered with the Securities and Exchange Commission under the Investment Company Act of 1940. The company shall have met either of the following criteria: (A) Attained the highest ranking or the highest letter and numerical rating provided by not less than two NRSROs. (B) Retained an investment adviser registered or exempt from registration with the Securities and Exchange Commission with not less than five years' experience managing money market mutual funds with assets under management in excess of five hundred million dollars (\$500,000,000). The purchase price of shares of beneficial interest purchased pursuant to this subdivision shall not include commission that the companies may charge and shall not exceed 20% of the cost value of the portfolio.
- q. Local government investment pools including shares of beneficial interest issued by a joint powers authority organized pursuant to Section 6509.7 that invests in the securities and obligations authorized in Government Code Section 53601 subdivisions (a) to (r), inclusive. Each share shall represent an equal proportional interest in the underlying pool of securities owned by the joint powers authority. To be eligible under this section, the joint powers authority issuing the shares shall have retained an investment adviser that meets all of the following criteria: (1) The adviser is registered or exempt from registration with the Securities and Exchange Commission. (2) The adviser has not less than five years of experience investing in the securities and obligations authorized in Government Code section 53601 subdivisions (a) to (q), inclusive. (3) The adviser has assets under management in excess of five hundred million dollars (\$500,000,000).

It is noted that special circumstances may arise that will necessitate the purchase of securities beyond the five-year limitation. On such occasions, requests must be and reviewed by the City's independent investment advisory firm prior to approval by City Council. Approval will be no less than three months prior to purchase.

Various daily cash funds administered for or by trustees, paying agents and custodian banks contracted by the City of Novato may be purchased as allowed under State of California Government Code and per the Trust Indenture.

The following summary of maximum percentage limits, by instrument, is established for the City's total pooled funds portfolio, at the time purchases are made:

Investment	Percentage
Marin County Investment Pool	0 to 100%
Repurchase Agreements	0 to 100%

Investment	Percentage
Local Agency Investment Fund	0 to 100% <i>up to LAIF's maximum</i>
State and Local Government Agency Debt	0 to 100%
US Treasury Bonds/Notes/Bills	0 to 100%
US Government Agency Obligations	0 to 100%
Bankers' Acceptances	0 to 40%
Commercial Paper	0 to 25%
Negotiable Certificates of Deposit	0 to 30%
Time Certificates of Deposit	0 to 25%
Medium Term Corporate Notes	0 to 30%
Reverse Repurchase Agreements	0 to 20%
Supranational Investments	0 to 30%
Asset-Backed Securities	0% to 20%
Money Market Funds	0% to 20%
Local Government Investment Pools	0% to 100%

2. Legislative Changes

Any State of California legislative action, that further restricts allowable maturities, investment type or percentage allocations, will be incorporated into the City of Novato's Investment Policy and supersede any and all previous applicable language.

3. Interest Earnings

All moneys earned and collected from investments authorized in this policy shall be allocated quarterly to various fund accounts based on the cash balance at the end of each quarter in each fund as a percentage of the entire pooled portfolio.

4. Limiting Market Value Erosion

The longer the maturity of securities, the greater their market price volatility. Therefore, it is the general policy of the City to limit the potential effects from erosion in market values by adhering to the following guidelines:

All immediate and anticipated liquidity requirements will be addressed prior to purchasing all investments.

All long-term securities will be purchased with the intent to hold all investments to maturity under then prevailing economic conditions. However, economic or market conditions may change, making it in the City's best interest to sell or trade a security prior to maturity.

Bond reserves and other cash for which there is a restriction on the expenditure of the principal may be invested in securities maturing in a period greater than five years. On such occasions, requests must be approved by City Council prior to purchase.

Effective May 22, 2007, the City Council of the City of Novato approved an exception to its Investment Policy to allow for funds deposited in the Hamilton Trust Fund to be invested in

securities that can have maturities up to thirty years.

VII. ADVISE AND REVIEW

I. Policy Review

The City of Novato's investment policy shall be reviewed and adopted by resolution of the City Council. This investment policy shall be reviewed at least annually, to ensure its consistency with the overall objectives of preservation of principal, liquidity and yield/return, and its relevance to current law and financial and economic trends. Any amendments to the policy shall be forwarded to City Council for approval. If there are no such amendments, it should be stated.

VIII. INVESTMENT PARAMETERS

I. Diversification

The investments will be diversified by security type and institution.

2. Maximum Maturities

The City of Novato shall limit its maximum final stated maturities to five years unless specific authority is given to exceed at least three months prior to investment. To the extent possible, the Treasurer will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the Treasurer will not directly invest in securities maturing more than five (5) years from the date of purchase. The Treasurer should determine what the appropriate average weighted maturity of the portfolio should be.

Reserve funds may be invested in securities exceeding five (5) years if the maturity of such investments are made to coincide as nearly as practical with the expected use of funds. All bond reserve fund investments will be made in compliance with the bond indenture. The ability to invest these types of funds should be disclosed to the City Council including appropriate time restrictions, if any apply.

IX. REPORTING

I. Methods

The City Treasurer shall also review and render quarterly reports to the City Manager and City Council, which shall include the face amount of the cash investment, the classification of the investment, the name of the institution or entity, the rate of interest, the maturity date, the current market value, and any other information the City wishes to include. The report shall also detail all repurchase agreements, reverse repurchase positions and associated liabilities. The report shall include a statement of any investment which is an exception to this policy and any realized losses in the prior period. This report will be prepared in a manner which will allow the City Manager and City Council to ascertain whether investment activities during the reporting period have conformed to the investment policy.

2. Performance Standards

The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return during a market/economic

environment of stable interest rates. Portfolio performance should be compared to appropriate benchmarks on a regular basis. The investment results shall be reviewed no less than annually with the City Council and Finance Advisory Commission.

3. Marking to Market

A statement of the market value of the portfolio shall be issued quarterly. This will ensure that the minimal amount of review has been performed on the investment portfolio in terms of value and subsequent price volatility. Review should be consistent with the GFOA Recommended Practice on Mark-to Market Practices for State and Local Government Investment Portfolios and Investment Pools.

X. POLICY

I. Exemption

Any investment currently held that does not meet the guidelines of this policy shall be exempted from the requirements of this policy. At maturity or liquidation, such monies shall be reinvested only as provided by this policy.

2. **Amendment**

This policy shall be reviewed on an annual basis. Any changes must be approved by the City Council.

XI. **GLOSSARY OF INVESTMENT TERMS**

Accrued Interest - Interest earned but not yet received.

Active Deposits - Funds which are immediately required for disbursement.

Amortization - An accounting practice of gradually decreasing (increasing) an asset's book value by spreading its premium (discount) over a period of time.

Asked Price - The price a broker dealer offers to sell securities.

Asset-Backed Securities: Securities that are supported by pools of assets, such as installment loans or leases, or by pools of revolving lines of credits. Asset-backed securities are structured as trusts in order to perfect a security interest in the underlying assets.

Bankers' Acceptance (BA) - Short-term credit arrangements to enable businesses to obtain funds to finance commercial transactions. They are time drafts drawn on a bank by an exporter or importer to obtain funds to pay for specific merchandise. By its acceptance, the bank becomes primarily liable for the payment of the draft at its maturity. A BA is a high-grade negotiable investment instrument. Bankers' Acceptances are purchased in various denominations for a term usually not exceeding thirty, sixty, ninety days, but in no case longer than two hundred seventy days.

Basis Point - One basis point is one hundredth of one percent (.01%).

Bid Price - The price a broker dealer offers to purchase securities.

Bond - A financial obligation for which the issuer promises to pay the bondholder a specified stream of future cash flows, including periodic interest payments and a principal repayment.

Book Value - The value at which a debt security is shown on the holder's balance sheet. Book value is acquisition cost less amortization of premium or acquisition cost plus amortization of discount.

Certificate of Deposit - A deposit insured up to \$250,000 by the FDIC at a set rate for a specified period of time.

Collateral - Securities, evidence of deposit or pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposit of public moneys.

Commercial Paper - Short term unsecured promissory note issued by a corporation to raise working capital. These negotiable instruments are purchased at a discount to par value or at par value with interest bearing.

Constant Maturity Treasury (CMT) - An average yield of a specific Treasury maturity sector for a specific time frame. This is a market index for reference of past direction of interest rates for the given Treasury maturity range.

Coupon - The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value.

Credit Analysis - A critical review and appraisal of the economic and financial conditions or of the ability to meet

debt obligations.

Current Yield - The interest paid on an investment expressed as a percentage of the current price of the security.

Custody - A banking service that provides safekeeping for the individual securities in a customer's investment portfolio under a written agreement which also calls for the bank to collect and pay out income, to buy, sell, receive and deliver securities when ordered to do so by the principal.

Delivery vs. Payment (DVP) - Delivery of securities with a simultaneous exchange of money for the securities.

Derivative Investments - Derivatives are investments whose value is "derived" from an underlying asset. Frequently derivatives are also indexed in some fashion either directly or indirectly. When appropriate, limited use of derivative investments tied solely to interest rate structures are allowable. However, any investment of this type must receive prior approval from the City Treasurer. Securities or investments classified as derivatives must be issued by an agency or entity authorized by this investment policy.

Discount - The difference between the cost of a security and its value at maturity when quoted at an amount lower than its value at maturity.

Diversification - Dividing investment funds among a variety of securities offering independent returns and risk profiles.

Duration - The weighted average maturity of a bond's cash flow stream, where the present value of the cash flows serve as the weights; the future point in time at which on average, an investor has received exactly half of the original investment, in present value terms; a bond's zero-coupon equivalent; the fulcrum of a bond's present value cash flow timeline.

Fannie Mae - Trade name for the Federal National Mortgage Association (FNMA), a U.S. sponsored corporation.

Federal Farm Credit Bank (FFCB) - A U.S. sponsored corporation used to finance the short and intermediate term needs of farmers and national agricultural industry.

Federal Deposit Insurance Corporation (FDIC) - Insurance provided to customers of a subscribing bank which guarantees deposits to a set limit (currently \$250,000) per account.

Federal Home Loan Bank (FHLB) - A federal credit agency to help finance the housing industry. The notes and bonds issued by this agency provide liquidity and home mortgage credit to savings and loan associations, mutual savings banks, cooperative banks, insurance companies and mortgage-lending institutions.

Federal Home Loan Mortgage Corporation (FHLMC) - A U.S. corporation and instrumentality of the U.S. government. Through its purchases of conventional mortgages, it provides liquidity to the mortgage markets, much like FNMA. FHLMC assumes and guarantees that all security holders will receive timely payment of principal and interest.

Federal National Mortgage Association (FNMA) - A U.S. sponsored corporation used to assist the home mortgage market by purchasing mortgages insured by the Federal Housing Veterans Administration.

Federal Reserve System - The central bank of the U.S. which consists of a seven-member Board of Governors, 12 regional banks and 5,700 commercial banks that are members.

Fed Wire - A wire transmission service established by the Federal Reserve Bank to facilitate the transfer of funds

through debits and credits of funds between participants within the Fed system.

Freddie Mac - Trade name for the Federal Home Loan Mortgage Corporation (FHLMC), a U.S. sponsored corporation.

Governmental National Mortgage Association (GNMA) - A chartered federal corporation guarantees mortgages issued by mortgage bankers, commercial banks, savings and loan associations and other institutions.

Ginnie Mae - Trade name for the Government National Mortgage Association (GNMA), a direct obligation bearing the full faith and credit of the U.S. Government.

Inactive Deposits - Funds not immediately needed for disbursement.

Interest Rate - The annual yield earned on an investment, expressed as a percentage.

Investment Agreements - An agreement with a financial institution to borrow public funds subject to certain negotiated terms and conditions concerning collateral, liquidity and interest rates.

Investment Grade - Securities rated BBB+ (by Standard and Poors and Fitch) and Baa1 by Moody's Investors Service.

Liquidity - Refers to the ability to rapidly convert an investment into cash.

Local Agency Investment Fund (LAIF)- A fund managed by the California State Treasury which local government agencies may use to deposit funds for liquidity and yield. Deposits can be converted to cash within twenty-four hours.

Local Government Investment Pool (LGIP) - Investment pools that range from the State Treasurer's Office Local Agency Investment Fund (LAIF) to county pools, to Joint Powers Authorities (JPAs). These funds are not subject to the same SEC rules applicable to money market mutual funds.

Market Value - The price at which a security is trading and could presumably be purchased or sold.

Mark to Market - The process of establishing market value.

Maturity - The date upon which the principal or stated value of an investment becomes due and payable.

Medium-Term Note - Corporate or depository institution debt securities meeting certain minimum quality standards (as specified in the California Government Code) with a remaining maturity of five years or less.

Money Market Mutual Funds - MMF's are mutual funds that invest exclusively in short-term money market instruments. MMF's seek the preservation of capital as a primary goal while maintaining a high degree of liquidity and providing income representative of the market for short-term investments.

Negotiable Certificates of Deposit - Unsecured obligations of the financial institution, bank or savings and loan, bought at par value with the promise to pay face value plus accrued interest at maturity. They are investment grade negotiable instruments, paying a higher interest rate than regular certificates of deposit. The primary market issuance is in multiples of \$1 million, the secondary market usually trades in denominations of \$500,000.

New Issue - Term used when a security is originally "brought" to market.

Perfected Delivery - Refers to an investment where the actual security or collateral is held by an independent third party representing the purchasing entity.

Portfolio - Collection of securities held by an investor.

Primary Dealer - A group of government securities dealers that submit daily reports of market activity and security positions held to the Federal Reserve Bank of New York and are subject to its informal oversight.

Purchase Date - The date in which a security is purchased for settlement on that or a later date.

Rate of Return - The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond or the current income return.

Repurchase Agreement (REPO) - A transaction where the seller (bank) agrees to buy back from the buyer (City) the securities at an agreed upon price after a stated period of time.

Reverse Repurchase Agreement (REVERSE REPO) - A transaction where the seller (City) agrees to buy back from the buyer (bank) the securities at an agreed upon price after a stated period of time.

Risk - Degree of uncertainty of return on an asset.

Safekeeping - see Custody.

Sallie Mae - Trade name for the Student Loan Marketing Association (SLMA), a U.S. sponsored corporation.

Secondary Market - A market made for the purchase and sale of securities that have already been issued.

Separate Trading of Registered Interest and Principal of Securities (STRIPS) - U.S. Treasury issued zero coupon securities.

Settlement Date - The date on which a trade is cleared by delivery of securities against funds.

Student Loan Marketing Association (SLMA) - A U.S. corporation and instrumentality of the U.S. government. Through its borrowing, funds are targeted for loans to students in higher education institutions.

Strips - U.S. Treasury or municipal securities that brokerage firms have separated into principal and interest which are marketed as zero coupon securities.

Supranationals – Bonds issued by international organizations which promote economic development for members. Examples of Supranational organizations include International Bank for Reconstruction and Development (IBRD), International Finance Corporation (IFC), and Inter-American Development Bank (IADB).

Treasury Bills - Short-term, direct obligations of the U.S. Government issued with original maturities of 13 weeks, 26 weeks and 52 weeks; sold in minimum amounts of \$10,000 in multiples of \$5,000 above the minimum. Issued in book entry form only. T-bills are sold on a discount basis.

U.S. Government Agencies - Instruments issued by various US Government Agencies most of which are secured only by the credit worthiness of the particular agency.

Yield - The rate of annual income return on an investment, expressed as a percentage. It is obtained by dividing the current dollar income by the current market price of the security.

Yield to Maturity - The rate of income return on an investment, minus any premium or plus any discount, with the

adjustment spread over the period from the date of purchase to the date of maturity of the bond, expressed as a percentage.

Yield to Maturity at Maturity - The rate of income return of a callable security with a variable interest rate. The Yield is calculated as if the security matures at par value and is not called.

Yield Curve - The yield on bonds, notes or bills of the same type and credit risk at a specific date for maturities up to thirty years.

Zero-Coupons - A debt security or instrument that does not pay periodic interest. They are issued at a discount to the maturity value of the security, and its value increases as its time to maturity decreases.

ADMINISTRATIVE POLICY NO.4.1

Revised: June 2024
 Effective Date: July 1, 2024

SUBJECT: Purchasing Procedures

I. **POLICY:**

All purchases of goods and services purchased on behalf of the City of Novato must be made within the California Public Contracts Code, California Government Code, the Novato Municipal Code (Section 2.8 Contracts and Purchasing), and the City’s Administrative Policies.

Pursuant to Section 2-8.5 of the Novato Municipal Code, no employee may commit payment for goods or services without adherence to the applicable City administrative policies, City and State laws. Any commitment for goods or services by an employee made outside of these policies and laws is subject to non-payment by the City and disciplinary action against the individual employee.

City employees are expected to use good judgement, proper regard and the greatest discretion for taxpayer dollars when making purchases for the City. Employees should be fair and frugal when obtaining bids from vendors and contractors. Splitting contracts is prohibited. Recognizing that certain aspects of purchasing may occasionally require judgement calls on the part of staff, questions or requests for interpretations of these procedures should be directed to the City’s Finance Director.

II. **BACKGROUND AND PURPOSE:**

The administration of Purchasing for the City is under the authority of the Finance Director, or his/her designee as delegated by the City Manager. These purchasing procedures are intended to provide the user with instructions for purchasing goods and services that are consistent with the California Public Contracts Code, California Government Code, the Novato Municipal Code, and the City’s Administrative Policies.

To obtain goods and services, there must first be an approved appropriation and the use of one of these primary methods, as follows:

Purchase Type	Limit	Process
Purchasing Card	Up to assigned limit and must be in accordance with municipal code	Purchasing Card
Blanket Purchase Order or Contract Pricing	Up to any amount budgeted	Stamp invoice with date goods received and submit to Finance via New World input

ADMINISTRATIVE POLICY NO.4.1

Revised: June 2024
Effective Date: July 1, 2024

SUBJECT: Purchasing Procedures

General Services, Supplies and Equipment	Up to \$5,000	No bids required
	\$5,001 to \$60,000	Informal bid process
	Greater than \$60,000	Formal bid process
Professional Services and Technology	Up to \$60,000	No bids required
	Greater than \$60,000	RFP/RFQ process
Public Projects	Up to \$60,000	No bids required
	Greater than \$60,000 to \$200,000	Informal bid process
	Greater than \$200,000	Formal bid process

See Section III below for more details regarding purchase type and process. The authorization for amounts and types of purchases is as follows:

Purchase Amount	Public Projects	All Other
>\$200,000	City Council	City Council
\$60,001-\$200,000	City Manager	City Council
\$20,001-\$60,000	City Manager	City Manager
\$10,001-\$20,000	Department Head	Department Head
<\$10,000	Division Manager	Division Manager

Please ensure that the appropriate authorization is obtained prior to entering into any agreement or contract for any goods or services.

All agreements must be routed through the Centralized Contracts designee and be completed on the appropriate agreement template. See Administrative Policy 4.11.

III. PROCEDURES:

- Unauthorized Purchases.** No city officer or employee shall order any purchases or make any contract other than in accordance with the provisions of the purchasing policy and Novato Municipal Code section 2-8. Any purchase or contract made contrary to this shall be null and void.
- Conflict of Interest.** In accordance with the requirements of state law, city officers and employees shall not be financially interested in any contract made by them in their official capacity or by any body or board of which they are members. Nor shall city officers or

ADMINISTRATIVE POLICY NO.4.1

Revised: June 2024
Effective Date: July 1, 2024

SUBJECT: Purchasing Procedures

employees be purchasers at any sale or vendor at any purchase made by them in their official capacity.

3. Split Purchases. It shall be unlawful to split or separate into smaller orders or projects any goods, services or project for the purpose of evading the provisions of this policy, otherwise requiring a bid or request for proposal process.
4. Purchasing Card
Departments may make purchases up to the purchasing card limit by purchasing card (as authorized by the City Manager). For more information regarding purchases made by purchasing cards see Administrative Policy No. 4.10.
5. Blanket Purchase Orders
Departments coordinate their annual or long-term requirements with Finance. Upon approval to enter into a blanket purchase order, the department manages a bid process to select a vendor and issues a blanket purchase order for the contract period. Department staff would then buy directly from this annual purchase order.
6. Contracts or Purchases of General Services, Supplies and Equipment
Examples of general services, supplies and equipment include, but are not limited to, graphic design, photography, printing, small/one-time repair projects, vehicles, furniture, fixtures, office supplies, uniforms, tools, police/public safety equipment, landscape materials and supplies.

The following table outlines the bidding procedure that must be followed based on the type of purchase and purchase amount. Specific requirements for formal and informal bidding are contained in the California Public Contracts Code and the Novato Municipal Code (Section 2-8). A public project is defined by the Public Contract Code Section 22002.

	Public Projects	Professional Services	Technology	Goods/Supplies/Equipment/General Services
Examples	Any publicly owned infrastructure, construction, reconstruction,	Planning, human resources, financial	Software and Hardware installation, computer equipment, software, on-going	Vehicles, furniture, fixtures, office supplies, uniforms, tools police/public safety equipment, landscape materials and supplies,

ADMINISTRATIVE POLICY NO.4.1

Revised: June 2024
Effective Date: July 1, 2024

SUBJECT: Purchasing Procedures

	renovation, demolition		maintenance, subscriptions, cell phones	graphic design, photography, printing, small repair projects
>\$200,001	Formal Bid Process	Select Vendor who can best meet the needs of the City; departments are expected to use a bid solicitation (RFP/RFI/RFQ) process for contracts over \$60,000		Formal Bid Process required
\$60,001 - \$200,000	Informal Bid Process Required			
\$5,001 - \$60,000	Work may be performed by City Employees, negotiated contract, no bids are required	Select vendor who can best meet the needs of the City; no bid process required		Informal Pricing Procedures
<\$5,000	No bids required; informal quotations desirable			

7. Request for Proposals (RFP)

While RFPs are not required for every type of purchase, the RFP process may be used when it is in the best interest of the City, typically for purchases of commodities and services requiring best value considerations, such as warranty and performance criteria, or when experience, qualifications, and references are to be used as evaluation criteria. Low bid pricing is not the primary award criterion in a Request for Proposals (RFP).

8. Sole Source

The use of a sole source without using a bid/proposal process may be used when the City’s needs can only be met from one feasible vendor or source because of the unique nature of the product, equipment or service.

Requests for sole source purchases shall be submitted to the financial system with a sole source justification in a memo format approved by the department head. The sole source request by the department will certify that the product or service is only available through one source. The sole source request shall be reviewed and approved at the discretion of the Purchasing Agent or designee.

ADMINISTRATIVE POLICY NO.4.1

Revised: June 2024
Effective Date: July 1, 2024

SUBJECT: Purchasing Procedures

9. Local Vendor Preference Program

Purchases of General Services, Supplies and Equipment over \$5,000 are subject to the local preference policy providing a 5% preference to local vendors. Employees should use the Bid Summary/Purchase Request Form to determine the lowest responsible local bids. See municipal code section 2-8.17 for more information.

10. Use of Grant Funds

All purchases of goods and services purchased on behalf of the City of Novato must be made within the California Public Contracts Code, California Government Code, the Novato Municipal Code (Section 2-8 Contracts and Purchasing), and the City's Administrative Policies this includes purchases funded by grant funding.

When using grant funds, the procurement requirements of the grant should be followed. Generally federal funds require that federal procurement procedures be followed for grant expenditures when the federal procedures are more restrictive than State requirements and City of Novato Municipal Code requirements.

11. Purchase Orders

- a. Purchase Orders will be recorded for all agreements and purchases above \$10,000 with the exception of:
 - Operating Goods/Supplies
 - House Accounts (i.e. Pini Hardware)
 - Utility Bills
 - Refunds
 - Employee Reimbursements
 - Travel and Training
 - Items paid for on credit card
- b. Purchase orders record the encumbrance of funds and must be supported by an agreement, quote, or other appropriate documentation.
- c. A vendor must be set up prior to the department processing the purchase order in the financial system. New vendors require a W-9 to be set up. Vendors not updated in more than 2 years will require a new W-9 and may be deactivated.
 - W-9s should be submitted with agreement via DocuSign if an agreement is the basis for the purchase order.
 - W-9's for other vendors should be sent to ap@novato.org

ADMINISTRATIVE POLICY NO.4.1

Revised: June 2024
Effective Date: July 1, 2024

SUBJECT: Purchasing Procedures

- Parks Recreation & Community Services and Community Development may set up temporary vendors, but only for refunds related to programs and permits, respectively.
- d. When purchasing goods or services that have been purchased before, review your last purchase order. This will provide important information as well as allow copying of the item description to a new purchase order with updated or correct specifications/descriptions.
- e. For Informal Bids attach a copy of the contract, supporting documentation, notice of bids, bid summary sheet, etc.
- f. For Formal Bid requisitions, provide specifications describing the physical and functional characteristics or the nature of a supply or service and the performance requirements. Any use of brand name in specifications is illustrative only. A reference to a brand name describes a component that best meets the specific operational, design, performance, quality, and reliability requirements of the City. Bidders may bid on a proposed equal to specified name brand specifications. The proposed equal will be evaluated to determine if it is an acceptable equivalent in quality, product performance, and service.
- g. Appropriate back-up documentation will be attached to the purchase order when entered into the financial system.
- h. The purchase order will be routed for approval to the appropriate authorized signer, and it will automatically be forwarded to Finance for final approval and processing.

12. Petty Cash

For small purchases under \$50 (or other amount as approved in writing by the Finance Director or his/her designee), petty cash may be used. Items purchased with petty cash should not include items readily available in the City's stockroom or on an existing contract or purchase order. After an employee makes a valid purchase, a reimbursement request with the amount (receipt attached) and date of the transaction, brief description of the expenditure, and two signatures (one authorizing and one receiving the petty cash reimbursement) are required. These signatures may be the same.

Petty Cash shall not be used for the following:

- a. Advance payments or loans
- b. Payment of employee salaries
- c. Payment to entities for items covered by a blanket purchase order,
- d. Payment of per diem meals

SUBJECT: Purchasing Procedures

13. Accounts Payable

Invoices for the following types of payments can be sent directly to accounts payable for payment:

- a. Revenue Refunds
- b. Travel and Other Advances
- c. Postal Service Fees
- d. Uniform Allowances
- e. Legal Claims and Related Expenses
- f. Utility Payments
- g. Employee Reimbursements
- h. Security Deposit Refunds

- Payments will be processed within thirty (30) days of receipt of an approved invoice and by approval of the Finance Department. DO NOT promise checks for payment to vendors.
- Urgent requests may be made one week in advance.

14. Emergency Purchases

In a proclaimed state of war emergency, state of emergency, or local emergency when there is an immediate threat to health, safety, welfare, or property, the city's normal purchasing procedures shall be modified as set forth in the municipal code section 2-13.13 to deal with the exigent circumstances while still maintaining an effective purchasing process and comply with applicable local and state purchasing laws.

IV. DEFINITIONS:

- B. California Uniform Construction Cost Accounting Commission (CUCCA Commission) The Commission was created to administer the California Uniform Public Construction Cost Accounting Act and also determines the appropriate construction trade journals which shall receive notice of all informal and formal construction contracts being bid for work within the County (see Public Contract Code Section 22036).
- C. Bid means the price for a product or service provided by a vendor. For this purpose, the term Bid and Quotation are interchangeable. The vendor's bid shall provide details such as price, a description, date of shipment and terms of sale.
- D. Contract means any agreement and for this purpose the term "contract" and "agreement" are synonymous. The term "contract" includes, but is not limited to, a purchase order; a contract for services (e.g., consultant, professional services, general, construction, etc.);

ADMINISTRATIVE POLICY NO.4.1

Revised: June 2024
Effective Date: July 1, 2024

SUBJECT: Purchasing Procedures

- an addendum or change order, which means a change or addendum to an executed contract; a letter of agreement; and a memorandum of understanding.
- E. Consultant or Professional Services means the services rendered by architects, attorneys, engineers, doctors, financial consultants, planning or environmental consultants, investment advisors, bank or trustee officers, and other professional or specialized consultants.
 - F. General Services means and includes any work performed or services rendered by an independent contractor, with or without the furnishing of materials. General services do not include consultant or professional services or goods and services of a technical nature, or work performed as part of a public project.
 - G. Informal Pricing Procedure is defined as the receipt of three (3) bids. This may be a written bid, and email stating the bid amount, etc.
 - H. Purchasing Agent is defined as City Manager or designee.
 - I. Public Contract Code (PPC) is the State Statute, Division 1. (sections 100-102) and Division 2 (sections 1100-22355) that is the basis of contracts between most public entities and their contractors and subcontractors.
 - J. Public Project shall have the meaning given that term by the Uniform Construction Cost Accounting Procedures ("UCCAP") set forth in the Uniform Public Construction Cost Accounting Act ("The Act") and referenced in the municipal code Section 2-8.15.
 - K. Technology Goods and Services means hardware, software, or communications equipment, or any item that is substantially similar to the foregoing as determined by the Purchasing Agent, or any maintenance, training, installation, or other specialized services that relate to said items.
 - L. Uniform Guidance for Federal Awards is defined as the guidance providing framework for grants management.

ADMINISTRATIVE POLICY NO.4.1

Revised: June 2024
Effective Date: July 1, 2024

SUBJECT: Purchasing Procedures

Appendix A – Federal Grant Procedures

This appendix will be used for federal funds when the Novato Municipal Code is less restrictive than these procedures, and the guidance is to adhere to the Office of Management and Budget (OMB) Uniform Guidance and the grant has no other procurement requirements.

There may be times when federal funds are received through a State agency and the City will be required to follow that agency’s procedures.

I. PROCURMENT RECORDS:

An essential component of the procurement process is careful, accurate documentation of the procurement. The records must be sufficient to provide a significant history of the procurement. The procurement file should be a comprehensive record of all the activities, and decisions of the procurement process. The grant procurement file must include but is not limited to the following documentation:

1. Selection procedures for the procurement transactions.
2. The rationale for the method of procurement.
3. Selection of contract type.
4. Contractor selected or rejected; and
5. The basis of contract price.

Additionally, the documentation must verify that the procurement provided for full and open competition. In those cases where competition was limited, the documentation must support the rationale to limit competition.

II. FULL AND OPEN COMPENSATION:

All procurement transactions will be conducted in a manner providing full and open competition consistent with the standards of the Uniform Guidance. Some of the situations considered to be restrictive of competition include, but are not limited to:

1. Placing unreasonable requirements on firms in order for them to qualify to do business.
2. Requiring unnecessary experience and excessive bonding.
3. Noncompetitive pricing practices between firms or between affiliated companies.

ADMINISTRATIVE POLICY NO.4.1

Revised: June 2024
Effective Date: July 1, 2024

SUBJECT: Purchasing Procedures

4. Noncompetitive awards to consultants that are on retainer contracts.
5. Organizational conflicts of interest.
6. Specifying only a "brand name" product instead of allowing "an equal" product to be offered and describing the performance or other relevant requirements of the procurement; and
7. Any arbitrary action in the procurement process.

When using federal funds, the City will conduct procurement in a manner that prohibits the use of statutorily or administratively imposed in-state or local geographic preference in the evaluation of bids or proposals, except in the cases where applicable federal statutes expressly mandate or encourage geographic preference.

The City must follow federal procurement procedures for grant expenditures when they are more restrictive than our State and local procurement practices. Federal procurement procedures do not recognize City of Novato bidding exemptions including professional services.

An adequate number of quotes (3) are required for professional services unless the procurement meets the non-competitive procurement criteria.

III. METHODS OF PROCUREMENT:

In Uniform Guidelines 200.320 the following procurement methods are identified. If you are uncertain of the appropriate method, consult with the Finance Department and review the information provided in 2 CFR 200.317-200.326.

1. *Procurement by micro-purchases:* Acquisition of supplies or services, the aggregate dollar amount of which does not exceed \$50,000. To the extent practicable micro-purchases must be distributed equitably among qualified suppliers. Micro-purchases may be awarded without soliciting competitive quotations if the price is considered reasonable.

2. *Procurement by small purchase procedure:* Small purchase procedures are those relatively simple and informal procurement methods for securing services, supplies and other property that do not cost more than the State required acquisition. If small purchase procedures are used, price and rate quotations shall be obtained from an adequate number of qualified sources. Written quotes should be obtained from at least two qualified sources.

3. *Procurement by sealed bids (formal advertising):* Bids are publicly solicited, and a firm-fixed-price contract (lump sum or unit price) is awarded to the responsible bidder whose bid is

ADMINISTRATIVE POLICY NO.4.1

Revised: June 2024
Effective Date: July 1, 2024

SUBJECT: Purchasing Procedures

deemed to be the lowest and conforms to all the material terms and conditions of the invitation for bids. The sealed bid method is the preferred method for procuring goods and services in excess of \$50,000 and public works construction in excess of \$200,000. If sealed bids are used, the following requirements apply:

- a. The invitation to bid must be publicly advertised, and bids must be solicited from an adequate number of known suppliers, providing them sufficient response time prior to the date set for opening the bids.
- b. The invitation of bids which will include any specifications and pertinent attachments, must define the items or services in order for the bidder to properly respond.
- c. All bids will be publicly opened at the time and place prescribed in the invitation for bids.
- d. A firm fixed price contract award will be made in writing to the lowest responsive and responsive bidder.
- e. Any and all bids may be rejected if there is a sound documented reason.

4. Procurement by competitive proposals: The technique of competitive proposals is normally conducted with more than one source submitting an offer, and either a fixed-price or cost reimbursement type contract is awarded. It is generally used when conditions are not appropriate for the use of sealed bids and price is just one of many considerations. If this method is used the following requirements apply:

- a. Request for proposal must be publicized and identify all evaluation factors and their relative importance. Any response to publicized request for proposals must be considered to the maximum extent practical.
- b. Proposals must be solicited from an adequate number of qualified sources.
- c. A written method for conducting the technical evaluation of the proposals received and for selecting recipients must be used and included in the file.
- d. Contracts must be awarded to the responsive firm whose proposal is most advantageous to the program, with price and other factors considered; and
- e. The grantee may use competitive proposal procedures for qualifications-based procurement of architectural/engineering (A/E) professional services whereby competitors' qualifications are evaluated, and the most qualified competitor is selected, subject to negotiation of fair and reasonable compensation. The method, where price is not used as a selection factor, can only be used in procurement of A/E professional services. It cannot be used to purchase other types of services though A/E firms are a potential source to perform the proposed effort.

ADMINISTRATIVE POLICY NO.4.1

Revised: June 2024
Effective Date: July 1, 2024

SUBJECT: Purchasing Procedures

5. *Procurement by noncompetitive proposals:* Procurement through solicitation of a proposal from only one source, or after solicitation of a number of sources, competition is determined inadequate.

Procurement by noncompetitive proposals may be used only when one of the following circumstances applies:

- a. The item is available only from a single source.
- b. The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation.
- c. The awarding agency authorizes noncompetitive proposals; or
- d. After solicitation of a number of sources, competition is determined inadequate.

Noncompetitive awards to professionals or consultants that are on retainer contracts are restrictive of competition and not allowable under OMB guidelines.

IV. SOLICITATIONS:

The grantee department must ensure that all solicitations:

1. Incorporate a clear and accurate description of the technical requirements for the material, product, or service to be procured. Such a description must not, in competitive procurements, contain features which unduly restrict competition. The description may include a statement of the qualitative nature of the material, product or service to be procured and, when necessary, must set forth those minimum essential characteristics and standards to which it must conform if it is to satisfy its intended use. Detailed product specifications should be avoided if at all possible. When it is impractical or uneconomical to make a clear and accurate description of the technical requirements, a 'brand name or equivalent' description may be used as a means to define the performance or other salient requirements of procurement. The specific features of the named brand which must be met by offers must be clearly stated; and
2. Identify all requirements which the offerors must fulfill and all other factors to be used in evaluating bids or proposals.
3. The grantee department must ensure that all prequalified list of persons, firms, or products which are used in acquiring goods and services are current and include enough qualified

ADMINISTRATIVE POLICY NO.4.1

Revised: June 2024
Effective Date: July 1, 2024

SUBJECT: Purchasing Procedures

sources to ensure maximum open and free competition. Also, the grantee department must not preclude potential bidders from qualifying during the solicitation period.

V. PURCHASING SUMMARY:**Grant Funded Service and Supplies**

- Up to \$50,000 may be awarded without solicitation of competitive quotations if the price is determined to be reasonable.
- \$10,001-\$50,000 obtain at least two written quotes and submit with purchase requisition.
- \$50,001 and above for services and supplies require advertising in the newspaper.

Grant Funded Public Works

- \$0 - \$10,000: Solicit a proposal from at least one properly licensed contractor.
- \$10,001- \$25,000: Solicit proposals from at least two properly licensed contractors.
- \$50,000- \$200,000: Solicit proposals from at least three properly licensed contractors. At least once each quarter, prepare and maintain in the contract file, a report for each contract awarded in this manner detailing the name of the contractor, amount of the contract, brief description of the project and the names of all contractors from whom bids were solicited.
- Over \$200,000: Must advertise in a local newspaper, use formal sealed bid forms, and process with public bid opening. Award on bid forms.

VI. PROFESSIONAL SERVICES:

Services performed by an independent contractor within the scope of accounting, medicine, architecture, law, engineering or other licensed professions.

Grant Funded Architectural/Engineering Professional Services

Grant-funded Architectural/Engineering professional services may be purchased using qualifications-based procurement. For A/E professional services the steps include the following:

1. Conduct RFQ to two or more firms up to \$50,000 and advertise RFQ in newspaper, if project is over \$50,000. Do not ask for price.
2. Select the most qualified.
3. Request price quote from firm selected as most qualified.
4. Enter contract if price is acceptable.
5. If the price is not acceptable, go to the second most qualified and request price.

ADMINISTRATIVE POLICY NO.4.1

Revised: June 2024
Effective Date: July 1, 2024

SUBJECT: Purchasing Procedures

6. Process continues until a firm deemed qualified and with an acceptable price is selected.

The method, where price is not used as a selection factor, can only be used in procurement of A/E professional services. It cannot be used to purchase other types of services.

VII. SMALL AND MINORITY BUSINESSES, WOMEN’S BUSINESS ENTERPRISES:

When federal funds are used affirmative steps must be taken to assure that minority firms, women’s business enterprise, and labor surplus area firms are used when possible.

Affirmative steps shall include:

1. Placing qualified small and minority business and women’s business enterprises on solicitation lists.
2. Assuring that small and minority business and women’s business enterprises are solicited whenever they are potential sources.
3. Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority business and women's business enterprises.
4. Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority business and women's business enterprises.
5. Using the services and assistance of the Small Business Administration, and the Minority Business Development Agency for the Department of Commerce; and
6. Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed above.

VIII. CONTRACT TYPE:

At the City nearly all of the contracts are fixed-price contracts. Fixed-price types of contracts provide for a firm price or, in appropriate cases, an adjustable price. Fixed price contracts providing for an adjustable price may include a ceiling price, a target price (including target cost), or both. Unless otherwise specified in the contract, the ceiling price or target price is subject to adjustment only by operation of contract clauses providing for equitable adjustment or other revision of the contract price under stated circumstances.

A firm-fixed-price contract provides for a price that is not subject to any adjustment on the basis of the contractor's cost experience in fulfilling the contract. This contract type places upon the contractor maximum risk and full responsibility for all costs and resulting profit or loss. It

SUBJECT: Purchasing Procedures

provides maximum incentive for the contractor to control costs and perform effectively and imposes a maximum administrative burden upon the contracting parties.

Cost-reimbursement types of contracts provide for payment of allowable incurred costs, to the extent prescribed in the contract. These contracts establish an estimate of total cost for the purpose of obligating funds and establishing a ceiling that the contractor may not exceed (except at its own risk) without the approval of the contracting officer. Cost-reimbursement contracts are suitable for use only when uncertainties involved in contract performance do not permit costs to be estimated with sufficient accuracy to use any type of fixed-price contract.

The fixed price contract places the risk on the vendor, while the cost- reimbursement contract places the greater risk on the City.

IX. CONTRACT COST AND PRICE:

For every procurement action, including contract modifications, the grantee department must perform a cost or price analysis. The method and degree of analysis is dependent on the facts surrounding the particular procurement situation, but as a starting point, grantees must make independent estimates before receiving bids or proposals. Some form of cost or price analysis shall be made and documented in the procurement file in connection with every procurement action.

1. Price Analysis: Comparison of prices of multiple bids or information from other sources such as established catalogs or market prices, or prices for similar past purchases.
2. Cost Analysis: Evaluation of the separate elements that make up a contractor's total cost proposal or price to determine if they are allowable, directly related to the requirement and reasonable for the value received.
3. Grantees will negotiate profit as a separate element of price for each contract in which there is not price competition and all cases where cost analysis is performed.
4. Costs or prices based on estimated costs for contracts under grants will be allowable only to the extent that costs incurred or cost estimates in negotiated prices are consistent with the Uniform Guidance, Cost Principles.

ADMINISTRATIVE POLICY NO.4.1

Revised: June 2024
Effective Date: July 1, 2024

SUBJECT: Purchasing Procedures

5. The cost-plus percentage of cost and percentage of construction cost methods for contracting shall not be used.

ADMINISTRATIVE POLICY 4.1
(Addendum Issued 4/8/2008)

Revised: April 2008

CITY OF NOVATO GREEN PURCHASING (ENVIRONMENTALLY
PREFERABLE PURCHASING) POLICY

I. PURPOSE

This Policy is adopted in order to ensure that the City of Novato's (the "City") goal of environmental sustainability is reflected in its purchasing and contracting procedures. The intent of the policy is to:

- Conserve natural resources
- Minimize environmental impacts such as pollution and use of water and energy
- Eliminate or reduce toxics that create hazards to workers and our community
- Support strong recycling markets
- Reduce the use of materials that are landfilled
- Increase the use and availability of products that protect and sustain the environment
- Identify environmentally preferable products and distribution systems
- Reward manufacturers and vendors that reduce environmental impacts in their production and distribution systems or services
- Create a model for successfully purchasing environmentally preferable products that encourages other purchasers in our community to adopt similar goals

II. DEFINITION

The following words and phrases, whenever used in this section, shall have the following meaning to be interpreted in accord with state statute if a contradiction appears:

A. "American Society for Testing and Materials" means ASTM International, an open forum for the development of high quality, market relevant international standards use around the globe.

B. "Bay Area Green Business Program" is a partnership of governments and businesses that certifies the environmental performance of government agencies and businesses.

C. "Bay-Friendly Landscaping" means working with the natural ecosystems of the San Francisco Bay Area to foster soil health, to reduce runoff and pollution, prevent and reuse plant waste, conserve water and other natural resources. Bay-Friendly Landscaping practices are described in the Bay-Friendly Landscape Guidelines, by StopWaste.Org.

D. "Bio-Based Products" means commercial or industrial products (other than food or feed) that utilize agricultural crops or residues but does not include products made from forestry materials.

E. "Biodegradable plastic" means the degradation of the plastic must occur as a result of the action of naturally occurring microorganisms.

F. "Biodegradable Products Institute" (BPI) is a multi-stakeholder association of key individuals and groups from government, industry and

academia, which promotes the use, and recycling of biodegradable polymeric materials (via composting). BPI does not create standards but certifies products that demonstrate they meet the requirements in ASTM D6400 or D6868, based on testing in an approved laboratory.

G. “Buyer” means anyone authorized to purchase or contract for purchases on behalf of Novato or its subdivisions.

H. “The Carpet and Rug Institute” (CRI) is the national trade association representing the carpet and rug industry. CRI has developed and administered the “Green Label” indoor air quality testing and labeling program for carpet, adhesives, cushion materials and vacuum cleaners. The “Green Label Plus” testing program incorporates additional requirements to meet California’s Collaborative for High Performance Schools low emitting materials criteria.

I. “Chlorine free” means products processed without chlorine or chlorine derivatives.

J. “Compostable plastic” means plastic that is biodegradable during composting to yield carbon dioxide, water and inorganic compounds and biomass, at a rate consistent with other known compostable materials and leaves no visually distinguishable or toxic residues.

K. “Contractor” means any person, group of persons, business, consultant, designing architect, association, partnership, corporation, supplier, vendor or other entity that has a contract with the City or serves in a subcontracting capacity with an entity having a contract with the City for the provision of goods or services.

L. “Degradable plastic” means plastic that undergoes significant changes in its chemical structure under specific environmental conditions.

M. “Dioxins and furans” are a group of chemical compounds that are classified as persistent, bioaccumulative, and toxic by the U.S. Environmental Protection Agency (EPA).

N. “Energy Star” means the U.S. EPA’s energy efficiency product labeling program.

O. “Energy Efficient Product” means a product that is in the upper 25% of energy efficiency for all similar products, or that is at least 10% more efficient than the minimum level that meets Federal standards.

P. “Electronic Product Environmental Assessment Tool” (EPEAT) is a procurement tool to help institutional purchasers in the public and private sectors evaluate, compare and select desktop computers, notebooks and monitors based on their environmental attributes.

Q. “Federal Energy Management Program” is a program of the Department of Energy that issues a series of Product Energy Efficiency Recommendations that identify recommended efficiency levels for energy-using products.

R. The “Forest Stewardship Council” is a global organization that certifies responsible, on-the-ground forest management according to rigorous standards developed by a broad variety of stakeholder groups.

S. “Green Building Practices” means a whole-systems approach to the design, construction, and operation of buildings and structures that helps mitigate the environmental, economic, and social impacts of construction, demolition, and

renovation. Green Building Practices such as those described in the LEED™ Rating System, recognize the relationship between natural and built environments and seeks to minimize the use of energy, water, and other natural resources and provide a healthy productive environment.

T. “Green Seal” is an independent, non-profit environmental labeling organization. Green Seal standards for products and services meet the U.S. EPA’s criteria for third-party certifiers. The Green Seal is a registered certification mark that may appear only on certified products.

U. “Integrated Pest Management (IPM)” is an ecosystem-based strategy that focuses on long-term prevention of pests or their damage through a combination of techniques such as biological control, habitat manipulation, modification of cultural practices, and use of resistant varieties. Pesticides are used only after monitoring indicates they are needed according to established guidelines, and treatments are made with the goal of removing only the target organism. Pest control materials are selected and applied in a manner that minimizes risks to human health, beneficial and non-target organisms, and the environment.

V. “LEED™ Rating System” means the most recent version of the Leadership in Energy and Environmental Design (LEED™) Commercial Green Building Rating System, or other related LEED™ Rating System, approved by the U.S. Green Building Council and designed for rating new and existing commercial, institutional, and high-rise residential buildings.

W. “Organic Pest Management” prohibits the use and application of toxic chemical pesticides and strives to prevent pest problems through the application of natural, organic horticultural and maintenance practices. All pest control products shall be in keeping with, but not limited to, those products on the approved list of California Certified Organic Foods (CCOF).

X. “Post consumer Material” means a finished material which would normally be disposed of as a solid waste, having reached its intended end-use and completed its life cycle as a consumer item, and does not include manufacturing or converting wastes.

Y. “Practical” and “Practical” mean whenever possible and compatible with local, state and federal law, without reducing safety, quality, or effectiveness and where the product or service is available at a reasonable cost in a reasonable period of time.

Z. “Preconsumer Material” means material or by-products generated after manufacture of a product is completed but before the product reaches the end-use consumer. Preconsumer material does not include mill and manufacturing trim, scrap, or broke which is generated at a manufacturing site and commonly reused on-site in the same or another manufacturing process.

AA. “Recovered Material” means fragments of products or finished products of a manufacturing process, which has converted a resource into a commodity of real economic value, and includes preconsumer and post consumer material but does not include excess resources of the manufacturing process.

BB. “Recycled Content” means the percentage of recovered material, including preconsumer and post consumer materials, in a product.

CC. “Recycled Content Standard” means the minimum level of recovered material and/or post consumer material necessary for products to qualify as “recycled products.”

DD. “Recycled Product” means a product that meets [organization’s] recycled content policy objectives for post consumer and recovered material.

EE. “Remanufactured Product” means any product diverted from the supply of discarded materials by refurbishing and marketing said product without substantial change to its original form.

FF. “Reused Product” means any product designed to be used many times for the same or other purposes without additional processing except for specific requirements such as cleaning, painting or minor repairs.

GG. “Source Reduction” refers to products that result in a net reduction in the generation of waste compared to their previous or alternate version and includes durable, reusable and remanufactured products; products with no, or reduced, toxic constituents; and products marketed with no, or reduced, packaging.

HH. “U.S. EPA Guidelines” means the Comprehensive Procurement Guidelines established by the U.S. Environmental Protection Agency for federal agency purchases as of May 2002 and any subsequent versions adopted.

II. “Water-Saving Products” are those that are in the upper 25% of water conservation for all similar products, or at least 10% more water-conserving than the minimum level that meets the Federal standards.

III. POLICY

It is the policy of the City to, whenever practical and cost effective:

A. Be guided by an environmentally preferable purchasing and contracting policy which minimizes environmental impacts, toxics, pollution, hazards to workers and promotes community safety to the greatest extent practical.

B. Institute practices that reduce waste by increasing product efficiency and effectiveness.

C. Purchase products that include recycled content, are durable and long- lasting, conserve energy and water, use agricultural fibers and residues, reduce greenhouse gas emissions, use unbleached or chlorine free manufacturing processes, are lead-free and mercury-free, and use wood from sustainably harvested forests.

D. Purchase products that include recycled content, are durable and long- lasting, use agricultural fibers and residues, unbleached or chlorine free manufacturing processes, wood from sustainably harvested forests; conserve energy and water and reduce greenhouse gas emissions.

E. Encourage and support standardization and consider life cycle cost when making all purchases for the City, such as vehicles, computers and workstations.

It is not the intent of this policy to require a department, buyer or contractor to take any action that conflicts with local, state or federal requirements or to procure products that do not perform adequately for their intended use or are not available at a reasonable price (e.g. environmentally preferable products/services purchased may not exceed the cost of non-environmentally preferable products/services) and/or within a reasonable period of time.

IV. SPECIFICATIONS

A. SOURCE REDUCTION

1. The City shall institute practices that reduce waste and result in the purchase of fewer products whenever practical and cost-effective, but without reducing safety or workplace quality, and services to the public.
2. The City shall purchase remanufactured products such as toner cartridges, tires, furniture, equipment and automotive parts whenever practical, but without reducing safety, quality or effectiveness.
3. The City shall require all equipment bought after the adoption of this policy to be compatible with source reduction specifications referred to in this Source Reduction section, when practical.
4. All departments shall consider short-term and long-term costs in comparing product alternatives, when feasible. This includes evaluation of total costs expected during the time a product is owned, including, but not limited to, acquisition, extended warranties, operation, supplies, maintenance, disposal costs and expected lifetime compared to other alternatives.
5. Products that are durable, long lasting, reusable or refillable are preferred whenever feasible.
6. The City shall request vendors eliminate packaging or use the minimum amount necessary for product protection, to the greatest extent practical.
7. Packaging that is reusable, recyclable or compostable is preferred, when suitable uses and programs exist.
8. Vendors shall be encouraged to take back and reuse pallets and other shipping and packaging materials. In the event that vendors are unable to take back or reuse pallets, the City will continue current recycling practices of recycling pallets with the Novato Sanitary District.
9. Suppliers of electronic equipment, including but not limited to cell phones, computers, monitors, printers, and copiers, shall be required to take back equipment for reuse or environmentally safe recycling when the City discards or replaces such equipment, whenever possible.
10. The City shall consider provisions in contracts with suppliers of non-electronic equipment that require suppliers to take back equipment for reuse or environmentally safe recycling when the City discards or replaces such equipment, whenever practical.
11. All documents shall be printed and copied on both sides to reduce the use and purchase of paper on existing equipment that allows for duplexing, whenever practical.

B. RECYCLED CONTENT PRODUCTS

1. All products for which the United States Environmental Protection Agency established minimum recycled content standard guidelines in the Agency's Comprehensive Procurement Guidelines which are posted at <http://www.epa.gov/epaoswer/non-hw/procure/index.htm>, such as those for printing paper, office paper, janitorial paper, construction, landscaping, parks and recreation, transportation, vehicles, miscellaneous, and non-paper office products, shall contain the highest post consumer content practical, but no less than the minimum recycled content standards established by the U.S. EPA Guidelines.
2. Copiers and printers purchased shall be compatible with the use of recycled content and remanufactured products.
3. In accordance with California Public Contract Code, Sec. 10409, the City shall purchase re-refined lubricating and industrial oil for use in its vehicles and other equipment, as long as it is certified by the American Petroleum Institute (API) as appropriate for use in such equipment. This is an extensive list that is updated yearly and can be found at <http://compositelist.api.org/January2008CompositeList.pdf>.
4. When specifying asphalt concrete, aggregate base or portland cement concrete for road construction projects, The City shall use recycled, reusable or reground materials when practical.
5. The City shall specify and purchase recycled content transportation products, including signs, cones, parking stops, delineators, channelizers and barricades, which shall contain the highest post consumer content practical, but no less than the minimum recycled content standards established by the U.S. EPA Comprehensive Procurement Guidelines.
6. All pre-printed recycled content documents intended for distribution that are purchased or produced shall contain a statement that the paper is recycled content.

C. ENERGY AND WATER SAVINGS

1. Where applicable, energy-efficient equipment shall be purchased with the most up-to-date energy efficiency functions. This includes, but is not limited to, high efficiency space heating systems and high efficiency space cooling equipment.
2. When practical, the City shall replace inefficient interior lighting with energy efficient equipment.
3. When practical, the City shall replace inefficient exterior lighting, street lighting and traffic signal lights with energy-efficient equipment. Exterior lighting shall be minimized where possible to avoid unnecessary lighting of architectural and landscape features while providing adequate illumination for safety and accessibility.

4. All products purchased by the City and for which the U. S. EPA Energy Star certification is available shall meet Energy Star certification, when practical. When Energy Star labels are not available, the City shall choose energy-efficient products that are in the upper 25% of energy efficiency as designated by the Federal Energy Management Program.
5. The City shall purchase water-saving products whenever practical. This includes, but is not limited to, high-performance fixtures like toilets, low-flow faucets and aerators, and upgraded irrigation systems.

D. LANDSCAPING

1. All landscape renovations, construction and maintenance performed by the City, including workers and contractors providing landscaping services for the City, shall employ Bay- Friendly Landscaping or sustainable landscape management techniques for design, construction and maintenance whenever possible, including, but not limited to, integrated pest management, grass cycling, drip irrigation, composting, and procurement and use of mulch and compost that give preference to those produced from regionally generated plant debris and/or food waste programs.
2. Plants should be selected to minimize waste by choosing species for purchase that are appropriate to the microclimate, species that can grow to their natural size in the space allotted them, and perennials rather than annuals for color. Native and drought- tolerant plants that require no or minimal watering once established are preferred.
3. Hardscapes and landscape structures constructed of recycled content materials are encouraged.
4. The City shall limit the amount of impervious surfaces in the landscape, wherever practical. Permeable substitutes, such as permeable asphalt or pavers, are encouraged for walkways, patios and driveways.

E. TOXICS AND POLLUTION

1. To the extent practical, the City shall purchase, or require janitorial contractors to supply, industrial and institutional cleaning products that meet Green Seal certification standards for environmental preferability and performance.
2. To the extent practical, the City shall purchase, or require janitorial contractors to supply, vacuum cleaners that meet the requirements of the Carpet and Rug Institute “Green Label” Testing Program – Vacuum Cleaner Criteria, are capable of capturing 96% of particulates 0.3 microns in size, and operate with a sound level less than 70dBA. Where possible and as applicable, other janitorial cleaning equipment shall be capable

- of capturing fine particulates, removing sufficient moisture so as to dry within 24 hours, operate with a sound level less than 70dBA, and use high-efficiency, low- emissions engines.
3. The use of chlorofluorocarbon and halon-containing refrigerants, solvents and other products shall be phased out and new purchases of heating/ventilating/air conditioning, refrigeration, insulation and fire suppression systems shall not contain them.
 4. All surfactants and detergents shall be readily biodegradable and, where practical, shall not contain phosphates.
 5. When maintaining buildings and landscapes, the City shall manage pest problems through prevention and physical, mechanical and biological controls. The City may either adopt and implement an organic pest management policy and practices or adopt and implement an Integrated Pest Management (IPM) policy and practices using the least toxic pest control as a last resort.
 6. When maintaining buildings, the City shall use products with the lowest amount of volatile organic compounds (VOCs), highest recycled content, and low or no formaldehyde when practical when purchasing materials such as paint, carpeting, adhesives, furniture and casework.
 7. The City shall take steps to reduce or eliminate its use of products that contribute to the formation of dioxins and furans (chemical compounds classified as persistent, bioaccumulative, and toxic by the EPA). This includes, but is not limited to:
 - (a) Purchasing paper, paper products, and janitorial paper products that are unbleached or that are processed without chlorine or chlorine derivatives, whenever possible.
 - (b) Prohibiting purchase of products that use polyvinyl chloride (PVC) such as, but not limited to, office binders, furniture, flooring, and medical supplies whenever practical.
 8. The City shall purchase products and equipment with no lead or mercury whenever possible. For products that contain lead or mercury, the City shall give preference to those products with lower quantities of these metals and to vendors with established lead and mercury recovery programs. For products and equipment that contain lead or mercury, The City will continue recycling practices.
 9. The City shall specify that desktop computers, notebooks and monitors purchased meet, at a minimum, all Electronic Product Environmental Assessment Tool (EPEAT) environmental criteria designated as "required" as contained in the IEEE 1680 Standard for the Environmental Assessment of Personal Computer Products, whenever practical.

10. When replacing vehicles, the City shall consider less-polluting alternatives such as compressed natural gas, bio-based fuels, hybrids, electric batteries, and fuel cells, as available and whenever practical.

F. FOREST CONSERVATION

1. When possible, the City shall give preference to wood products that are certified to be sustainably harvested by a comprehensive, performance based certification system. The certification system shall include independent third-party audits, with standards equivalent to, or stricter than, those of the Forest Stewardship Council certification.
2. The City encourages the purchase or use of previously used or salvaged wood and wood products whenever practical.

G. BIO-BASED PRODUCTS

1. Paper, paper products and construction products made from non- wood, plant-based contents such as agricultural crops and residues are encouraged whenever practical.
2. Bio-based plastic products that are biodegradable and compostable, such as bags, film, food and beverage containers, and cutlery, are encouraged whenever practical.
3. Compostable plastic products purchased shall meet American Society for Testing and Materials (ASTM) standards as found in ASTM D6400-04. Biodegradable plastics used as coatings on paper and other compostable substrates shall meet ASTM D6868- 03 standards.
4. Proof of compliance with ASTM standards for compostable, biodegradable and degradable plastic products shall be provided by vendors of such products, upon request. One acceptable proof of compliance for compostable plastic products will be certification by the Biodegradable Products Institute (BPI). A list of approved products may be found at <http://www.bpiworld.org/BPI- Public/Approved.html>.

V. PRIORITIES

The health and safety of workers and people who live and work in Novato is of the utmost importance and takes precedence over all other policies. All policies and practices shall be protective of the health of children, the elderly and other vulnerable populations, and the greater global community.

The City with the Novato Sanitary District has made significant investments in developing a successful reuse and recycling system and recognizes that recycled content products are essential to the continuing viability of that recycling system and for the foundation of an environmentally sound production system. Therefore, to the greatest extent practical, recycled content shall be included in products that also meet

other specifications, such as chlorine free or bio-based.

Nothing contained in this policy shall be construed as requiring a department, purchaser or contractor to procure products that do not perform adequately for their intended use, are not available at a reasonable price in a reasonable period of time, or to take any action that conflicts with local, state or federal requirements, or compromises employee health and safety.

VI. IMPLEMENTATION

The City Manager shall implement this policy in coordination with other appropriate The City personnel.

As applicable, successful vendors shall certify in writing that the environmental attributes claimed in competitive bids are accurate. In compliance with State law, vendors shall be required to specify the minimum or actual percentage of recovered and post consumer material in their products, even when such percentages are zero.

Upon request, department making the selection from competitive bids shall be able to provide justification for product choices that do not meet the environmentally preferable purchasing criteria in this policy.

Purchasers shall include businesses certified by the Bay Area Green Business Program in requests for products and services.

Vendors shall be encouraged to comply with applicable sections of this policy for products and services provided to the City, where practical.

VII. PROGRAM EVALUATION

The City Manager shall periodically evaluate the success of this policy's implementation.