



City of Novato

CALIFORNIA

PRESENTED BY
MICHAEL S. FRANK
CITY MANAGER



Photo credits: Top right courtesy of Leslie Gardner; bottom right courtesy of Craig Solin/ Marin County Parks

The mission of the City of Novato is to provide excellent services and enrich the quality of life within the community in a fiscally responsible manner.

PAT EKLUND
Mayor

ERIC LUCAN
Mayor Pro Tem

DENISE ATHAS
MADELINE KELLNER
JEANNE MACLEAMY
Councilmembers

Team Work | Excellent Customer Service | Ethical Behavior | Honesty and Integrity | Fiscal Responsibility |
Respect for All | Setting and Focusing on Priorities | Open Government | Community Involvement



Questions and Answers

How to Read The City of Novato's Budget

Q. *This document is very large. Where should I start?*

A. Start with the City Manager's budget message on Page 1. This outlines the priorities for the year and identifies major issues facing the City.

Q. *What are the City's goals? What did the City accomplish last year?*

A. The City Council identifies goals each year and these are summarized as an attachment to the City Manager's budget message on Page 13. Accomplishments are listed for each division within each department section, beginning on Page 129.

Q. *Where do I find where the City gets its money?*

A. A summary of City revenues begins on Page 51. This summary explains each of the different revenue sources and its outlook for the future. On Page 76 is a listing of general fund revenues by category, followed by a chart that graphically summarizes this information. Then, on Page 98 is a summary of revenues for all funds by category.

Q. *How does the City spend its money?*

A. A list of general fund expenditures by department is on Page 80, followed by a chart that graphically summarizes this information. A summary of expenditures for the general fund by function is on Page 83. A summary of expenditures for all funds by department is on Page 101. Beginning on Page 121 is a breakdown by department and program of each of the City's services. A comprehensive list of these services is found in the Table of Contents, beginning on Page TOC-ii. Each of the services (programs) is detailed by how much each one costs, any revenue that the service brings in, and how many people it takes to provide the service.

Q. *What about capital projects like streets and parks?*

A. A summary of capital improvement projects begins on Page 315. CIP project funds are listed beginning on Page 301. Current CIP projects are shown beginning on page 323.

Q. *Where do I find information about redevelopment spending in Novato?*

A. Following dissolution of redevelopment agencies in California as of January 31, 2012, Novato currently does not include redevelopment projects in its budget. Historical RDA activity can be found beginning on page 298.

*California Society of
Municipal Finance Officers*

Certificate of Award

*Operating Budget Excellence Award
Fiscal Year 2012-2013*

Presented to the

City of Novato

For meeting the criteria established to achieve the Operating Budget Excellence Award.

February 6, 2013



Laura M. Nomura

Laura Nomura
CSMFO President

Scott Catlett

Scott Catlett, Chair
Professional Standards and
Recognition Committee

Dedicated Excellence in Municipal Financial Reporting

The California Society of Municipal Finance Officers (CSMFO) presented an Excellence in Budgeting Award to the City of Novato for its annual budget for the fiscal year beginning July 1, 2012.

The CSMFO Budget Awards Program recognizes those agencies that have prepared a budget document that meets certain standards.

The award is valid for one year only. We are submitting our current budget to CSMFO to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Novato
California**

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Morill *Jeffrey R. Egan*

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) gave a Distinguished Budget Presentation Award to the City of Novato for its annual budget for the fiscal year beginning July 1, 2012.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for one year only. We believe our current budget continues to conform to the program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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CITY OF NOVATO
Adopted Budget
Fiscal Year 2013/14

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Team Work | Excellent Customer Service | Ethical Behavior | Honesty and Integrity | Fiscal Responsibility | Respect for All | Setting and Focusing on Priorities | Open Government | Community Involvement

June 11, 2013

Honorable Mayor and City Council Members
Novato, California

Subject: FY 2013/2014 Proposed Budget for the City of Novato

Honorable Mayor and Members of the City Council:

Intentionality is defined as the power of minds to be directed toward a collective goal. As City Manager, my job is to focus the staff and resources of the organization to meet the collective goals of the City Council. Our Mission Statement is the foremost overarching collective goal of the City Council.

“The mission of the City of Novato is to provide excellent services and enrich the quality of life within the community in a fiscally responsible manner.”

This mission has become more complex and difficult to fulfill after the Great Recession. Novato is now emerging from four years of significant budget reductions where core services were protected, but staff and staff compensation were reduced, and many services were realigned and restructured with service levels diminished in many areas. While there are signs that the economy is slowly improving, our revenues remain fairly stagnant and we do not have access to some key revenue sources that most cities our size retain. So despite many years of intentional, deliberate financial decisions, our 5-year Forecast shows growing deficits.

With this in mind, the approach to the 2013/2014 fiscal year budgeting process was to create a “status quo” budget with minimal changes so that Council would retain full flexibility as they determine a plan to find long term fiscal sustainability. As we seek fiscal responsibility, we are also very intentionally broadening this conversation to include operational and service level sustainability. An annual budget and long term financial plan are much more than a math equation ... we need to ensure that we have the right staffing and resources to meet the community’s expectations.





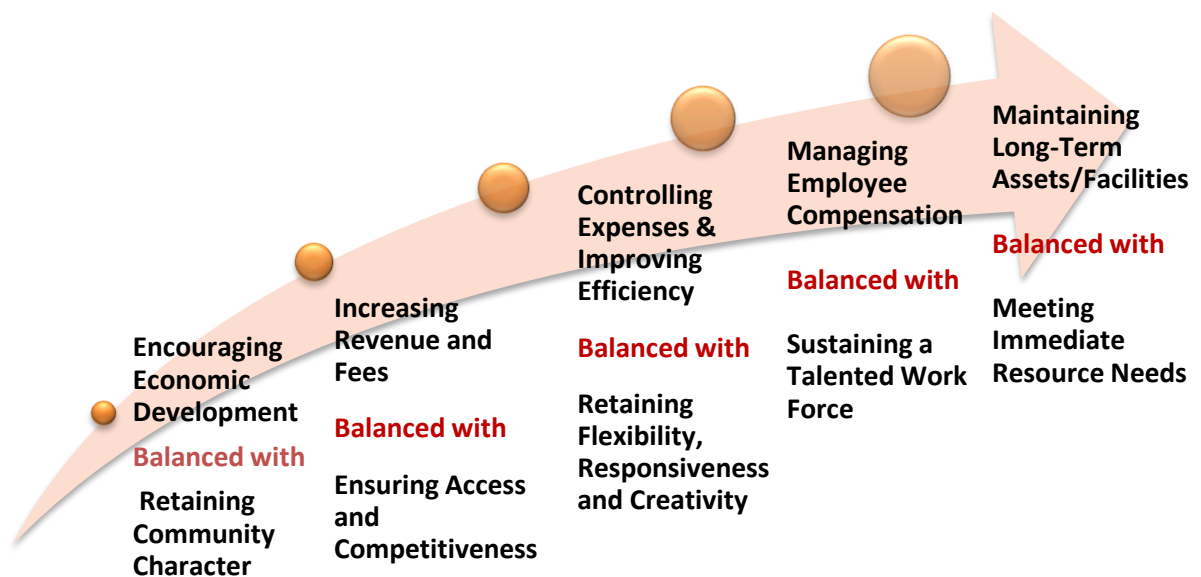
I am pleased that this budget does not include further staff layoffs. Over the last four years, we have made significant staffing reductions with a loss of 50 positions citywide totaling almost 25% of our workforce. As we have absorbed these staff reductions, it is clear that there are some functions that are not able to provide the level of service that is required and requested by our customers. I do not believe that our staffing levels are adequate to meet the current expectations and requirements of some functions. Core staffing and service levels will be discussed further this summer, but I am not proposing any additions to regular staffing in the FY 13/14 budget.

With great focus and intentionality, the City of Novato is actively solving problems, improving services, and delivering key initiatives. This same focused intentionality will be the key to developing a multi-year work plan to guide our fiscal and operational health. We look forward to this roadmap to guide us forward.

FISCAL SUSTAINABILITY

Our financial Forecast projects ongoing structural deficits in the coming years. Rising pension costs, operating increases and actions by the State of California government continue to threaten our long-term fiscal situation. Fortunately, the Novato voters passed Measure F in November 2010. While we are fortunate to have Measure F funding through FY 15/16, the City faces significant financial challenges as the underlying structural problem continues. This five-year half cent temporary sales tax has provided an opportunity for the Council and community to take the time to develop a long-term fiscal sustainability plan. For the last year, the City Council has been reviewing all options and opportunities for fiscal health in order to develop a multi-year plan to move us toward a balanced budget horizon. This summer, Council will balance various options and tradeoffs and give staff direction on how to obtain fiscal health in the long run.

FISCAL SUSTAINABILITY — A BALANCING ACT





INHERENT FINANCIAL CHALLENGES FOR THE CITY

In previous budget letters, I have discussed the inherent fiscal challenges that Novato faces. Some of these challenges are based on historical actions, some unique jurisdictional differences, and some regulatory/legislation. The key challenges are articulated below.

Ongoing Structural Deficit – Even after reducing the City’s structural deficit significantly, the City’s expenditures continue to grow fast than revenue. This ongoing structural deficit is what the staff and the Council have been working on over the last year in the City’s Fiscal Sustainability Initiative.

Elimination of Redevelopment and Specialized Economic Development Funding – With the State’s elimination of redevelopment agencies effective February 2012, there is no specialized funding or tools for economic development. City costs covered by redevelopment funding previously have now been shifted to the General Fund (\$800,000) and the dissolution process continues to be confusing, time consuming and potential impacts unknown.

Lack of Revenue Options –The City does not have the same sources of revenue that many other traditional cities rely upon. This fact will remain a key handicap for Novato’s goal of financial sustainability and our desire for a high quality of community life. The points below illustrate this stark reality.

- No Utility Users Tax – 50% of the statewide population has this major tax revenue (For those cities that have the tax, it makes up 15% of their budgets)
- No Refuse Franchise Fee – San Rafael gains \$1.6 million and Petaluma gains \$2.5 million annually.
- 73% Less Real Property Transfer Tax than Neighbors – Petaluma and San Rafael: \$2.00 per \$1,000 valuation; Novato: \$0.55 per \$1,000 valuation. As a general law city, we are not able to modify the Real Property Transfer Tax.
- Limited Commercial/Industrial Land Zoning – Novato at 5%; San Rafael at 17%; Petaluma at 11%. With less land available, there are fewer opportunities to locate sales tax-generating businesses in Novato; typically, sales tax provides a great portion of California cities’ funding base.
- Late Incorporation - Not a Full Service City – Limited functions (e.g. fire, water, sewer, and refuse) reduce opportunities for sharing of overhead costs and mean that Novato’s share of property tax paid in the City is the lowest of all Marin County cities.
- Impacts Without Compensation – Other entities’ impacts our city streets with no compensation or cost sharing for deterioration of roadways.

STATE OF CALIFORNIA IMPACTS

Local governments continue to be a target as the State government looks for ways to address its own structural deficit. In June, 2011 Governor Jerry Brown signed AB X1 26 which dissolved all



redevelopment agencies in the state. As of February 1, 2012, the Novato Redevelopment Agency was dissolved.

The enacting legislation authorized the creation of successor agencies to pay the outstanding obligations and wind down the affairs of the former redevelopment agency. The elimination of redevelopment and the creation of the Successor Agency and Oversight Board has had a number of programmatic and financial impacts on the City. From an operational standpoint, the City lost its primary tool to foster economic development and manage the City's affordable housing program. Staff resources have also been diverted to deal with the numerous reporting and administrative requirements imposed by the state legislation. These requirements have prevented staff from working on other strategic projects. Financially, expenditures that were previously paid by the Redevelopment Agency will now be the responsibility of the City's General Fund. We estimate an additional \$800,000 in former redevelopment administrative costs will be paid by the General Fund in FY 2012/13 (with the possible reimbursement of up to \$250,000 of those costs for successor agency administrative expenses).

FY 2013/14 OPERATING BUDGET & MEASURE F EXPENDITURES

The General Fund budget comprises \$29.1 million of the total \$54.4 million overall City budget. In addition to the budgeted General Fund appropriations, transfers out to other funds totaling \$5.9 million are planned for 2013/14, the vast majority of which are going toward the construction of the new City Administrative Offices building.

The 2013/2014 budget estimates that the City will receive approximately \$4.4 million in Measure F revenues. The budget also proposes to spend approximately \$392,000 of Measure F revenues to fund one-time programs (Management Interns, General Plan, election). The General Fund will maintain a fund balance at its policy mandated minimum of 15% of General Fund expenditures.

This year, the City prepared its FY 13/14 budget in parallel with our intensive year long fiscal sustainability effort. As part of our annual process, departments presented flat budgets with requested increases for individual item that required augmentation such as contracts or utility costs that would be more than FY 12/13. These O&M increases totaled \$214,000 which is \$22,000 less than was planned in the 5-year Forecast. There are also two one-time expenditures required for the November municipal election and funding for our General Plan process.

I have recommended only one part-time staff change, the inclusion of a Management Intern program. These interns provide exceptional analytical resources with focused energy on special projects and assistance to various departments. We are also hopeful to encourage bright young talent to entertain a career in local government. Below is a summary the proposed FY 13/14 changes to the General Fund portion of the Operating Budget.



FY 13/14 Budget - General Fund Recommendations	Total
Staff Changes (Management Intern Program)	\$32K
O&M Changes (In Forecast - \$22K less than forecasted)	\$214K
One-time Expenditures	
City Election – November 2013 (In Forecast)	\$60K
General Plan Update	\$300K
Total	\$606K

The budget also proposes to spend approximately \$297,000 of new Measure F revenues to fund strategic, term-limited positions and programs. (Measure F is also funding four multi-year limited term positions that the City Council approved last year.) Overall, these expenditures are in accordance with the communicated purpose of Measure F to “preserve and protect” and fund strategic priorities such as public safety, youth and senior programs and maintenance operations. The proposed additional Measure F direct expenditures for FY 13/14 are listed below.

Measure F – Direct Expenditures	Total
Police - Emergency Services Contract	\$30K
Police - Tactical Pre-Plan Site Surveys - Emergency Response	\$10K
Parks - Maintenance Worker – 1 year Limited Term Position	\$82K
Recreation – Low Income Scholarships	\$10K
Recreation – Youth Summit and Needs Assessment	\$20K
Recreation – Afterschool Care Initiative Continuation	\$25K
Econ Dev – Hamilton Base Reuse – Contracts and Planning	\$100K
Econ Dev – Bioscience and Tech Area – Studies & Services	\$20K
Total	\$297K

FY 13/14 CAPITAL IMPROVEMENT PROGRAM BUDGET

The FY 2013/14 Capital Improvement Budget is estimated at \$14.1 million. About \$9.3 million of this funding is allocated for previously approved projects that will continue in the new fiscal year. Approximately \$4.8 million is allocated for new projects in the 2013/14 fiscal year. These are one-time funds that are specialized and are utilized for capital investments. Staff has continued to take a conservative approach to the CIP budget by only programming a very minor amount of Measure F funding (\$10,000) for the next fiscal year. Below are some of the key projects for FY 2013/14:

- Complete construction of new City offices building in downtown;
- Community improvement including the reconstruction of tennis courts at Pioneer Park and repaving of tennis courts at Thigpen;
- Phase 1 of parking lot improvements to Downtown Depot site;
- Restart Novato Boulevard street widening project; and,
- Continued street paving and some intersection and pedestrian improvements at various locations.

As we look to the future, the City has limited long-term capital improvement program funding sources. The City does receive funds through Measure A, a county-wide transportation sales tax approved by the voters in 2004 for street maintenance. Measure B, a City bond measure, is completed with funds having been spent for City transportation projects. Many other projects have historically been funded using development impact fees, among other sources. Due to the small number of development projects in recent years, this revenue source has dwindled. State and regional policy changes are linking future transportation funding with land use and growth actions. The City’s Fiscal Sustainability conversation has included components of capital and infrastructure needs since new options will need to be developed to help fund capital improvements in the long-term.

GENERAL FUND REVENUE & EXPENDITURE TRENDS FY 12/13 – CURRENT FISCAL YEAR

City revenues are slightly better as we very slowly emerge from the recession. General Fund revenues are projected to increase to \$28.9 million next year.

Revenue Type	FY 12/13 Revised Budget	FY 13/14 Proposed Budget	Change
Taxes	23,067,070	23,354,627	287,557
Licenses & Permits	926,739	945,858	19,119
Intergovernmental *	713,869	666,355	(27,514)
Service Charges	2,793,155	2,808,686	15,531
Fines, Forfeits & Penalties	544,975	610,246	65,271
Use of Money & Property	463,267	458,868	(4,399)
Miscellaneous Revenue	54,465	57,668	3,203
REVENUE TOTAL	\$28,563,540	\$28,902,308	\$338,768
Operating Transfers *	2,123,735	1,767,793	(355,942)
IF Loan Repayments / Operations	30,000	42,836	12,836
TOTAL	\$30,717,275	\$30,712,937	(\$4,338)
% Budget Change			(0.01%)

* Includes Measure F transfer to cover deficit

The recession has impacted all of the City’s revenue sources, but in particular property tax, sales tax, interest earnings and development fees. For FY 2012/13, property tax is expected to be \$275,000 below budget, interest earnings continue at historic lows and sales tax is down \$325,000 (due primarily to slower growth than what was forecast during last year’s budget process). Unfortunately, Novato’s sales tax revenues are not increasing at the same rate as other Marin and Bay Area communities. The one bright spot is the hotel tax which is projected to be up 12% and looks to exceed budget by approximately \$125,000. In addition, two one-time amounts are partially offsetting the property and sales tax declines: reimbursement from the Marin Valley Mobile Country Club for prior year City costs and a court-mandated change in how the county charges administrative fees for property tax assessments have added \$240,000 to tax revenues. Despite conservative revenue estimates a year ago, it is clear that the City’s revenue base has not yet stabilized.

Each department is managing their expenditure budgets diligently and they are on track to spend less than budgeted for FY 2012/13. Based on some staffing changes and vacancies being held open for various reasons in a few departments, the overall savings will be higher than anticipated. Staff estimates budget savings of \$720K with almost all of these savings from vacant positions. The City continues to monitor vacancies carefully and hold vacancies open when possible. With reductions in both revenues and expenditures, staff estimates ending the fiscal year with a deficit \$530K versus the \$594K that was budgeted.

Department	FY 12/13 Revised Budget	FY 13/14 Proposed Budget	Change
Central Administration	1,471,665	1,525,555	53,890
Administrative Services	2,164,911	2,282,179	117,268
Citywide Programs	2,637,199	2,239,166	(398,033)
Police *	12,029,745	12,006,835	(22,910)
Community Development	2,027,054	2,128,242	101,188
Public Works	5,775,464	5,956,906	181,442
Parks, Recreation & Community Services *	3,033,753	3,006,696	(27,057)
EXPENDITURE TOTAL	\$29,139,791	\$29,145,57	\$5,788
Operating Transfers	1,619,939	2,067,358	447,419
Savings Factor	(400,000)	(500,000)	100,000
TOTAL	\$30,359,730	\$30,712,937	\$353,207
% Budget Change			1.2%
CIP Operating Transfer for City Hall	13,068,531	\$3,810,550	(9,257,981)

ACCOMPLISHMENTS

Despite the Great Recession and the focus on financial sustainability—there are wonderful accomplishments to communicate.

- Entitlements have been approved for Hanna Ranch to include office, restaurants, and a hotel.
- County Measure A to protect local parks, open space, and farmland passed by voters with a whopping 74% approval—will generate approximately \$90 million countywide and \$400,000-\$500,000 per year in Novato.
- City administrative offices are returning to downtown after leasing office space for eight years -- a place that will provide our community with decades of civic discourse, public celebration, and pride.
- In partnership with the School District, the first gym in 30 years—the Hamilton Community Gym—was opened.
- The construction of the Bay Trail is currently underway at Hamilton, along the nation’s largest wetland restoration project.
- In partnership with our committed and community-building local non-profits and volunteers: the City was able to transfer the Downtown Theater for restoration and operation; we reached



agreement for a two-acre community garden abutting DogBone Meadow; and are on target for a new American Indian Museum building in Miwok Park.

- Our street maintenance and improvements—funded in part by Measure B (*Passed in 2000*) — allows the quality of our roadways to rank high among other Bay Area Cities.
- Our City has been able to secure millions of dollars in grant funding to support everything from afterschool programs to alcohol abuse prevention to the construction of bike paths and sidewalks on Olive, as well as around Lynnwood and Schools.
- The City now owns the downtown parcel containing our Historic Train Depot and we will begin improving it for additional parking this next year.

There are many goals and initiatives that will be funded through the FY 13/14 budget. The Council’s Strategic Plan following this letter and each department’s budget narrative provides further detail of plans and goals underway.

CITY COUNCIL STRATEGIC PLAN

In FY 2010/11, the City Council initiated a comprehensive strategic planning process that resulted in a three year strategic plan. This strategic plan has been updated to focus Council’s priorities with four goals.

- A. General Plan and Environmental Stewardship**
- B. Fiscal and Organizational Sustainability**
- C. Thriving Business Environment**
- D. Community Health and Safety**

Attached to this Budget Message is a copy of the City’s Strategic Plan in order to understand the Council’s projects and priorities that will be accomplished with the funding provided in this budget.

ACKNOWLEDGEMENT

I want to take a moment and thank all the staff that work each year to review, propose and prepare the operating and capital budget for the Council and community. As always, this year’s budget is the result of an incredibly talented, hardworking, and dedicated team. The City’s Budget Team manages the budget analysis and preparation through the hard work of Assistant City Manager Cathy Capriola, Finance Manager Brian Cochran, Accounting Supervisor Maureen Chapman, and Management Analyst I Carla Hanson. The operating and capital budgets are truly the results of a large team of individuals working together including the staff listed below.

- Central Administration – City Clerk Sheri Hartz, Word Processor Maureen McNiff, and Executive Secretary Vickie Gerber
- Administrative Services – Human Resources Manager Dan Weakley
- Community Development – Director Bob Brown and Planning & Environmental Services Manager Liz Dunn



- Parks, Recreation & Community Services – Director Pam Shinault and Recreation Operations Manager Kathy Kormos
- Police – Chief Jim Berg, Captain Dave Jeffries, Lieutenant Jennifer Welch, and Senior Management Analyst Nancy Andrews
- Public Works – Director Jason Nutt, Engineering Manager Julian Skinner and Senior Management Analyst Tom Adams

It is an honor to work with such a competent and committed group of people. I am very thankful for each of their contributions.

CONCLUSION

We have made great progress in the City Council’s vision of financial sustainability. We still face major hurdles and great uncertainty. However, with continued intentionality, I remain hopeful that we can accomplish the City’s mission of delivering excellent services to maintain and further enhance our wonderful quality of life in Novato.

Sincerely,

Michael Frank
City Manager

Attachments:
Council Strategic Plan





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CITY OF NOVATO

STRATEGIC PLAN



One of the Bay Area's premier communities, Novato is located in Marin County 29 miles north of San Francisco. The second largest city in the County, Novato has a current population of approximately 53,000 and covers 28 square miles.

The community fosters a small town atmosphere due to its low population density, high amount of open space and parks, vibrant downtown and engaged community members. The residents are actively involved in important local decisions about quality of life issues and, along with the City Council and City staff, work to shape the future direction of their

city. The City Council encourages a high level of interaction between its citizenry and city government so that important issues are openly debated and discussed.

The City of Novato was incorporated on January 20, 1960 as a general law city with a Council/Manager form of government. The Council is made up of five members, elected at-large, who serve four-year terms. The Mayor is selected for a one-year term from among the members of the City Council and the Council appoints the City Manager and City Attorney.

The City delivers administrative, police, community development, and parks, recreation and community services in six departments. Fire protection and paramedic services are provided by the Novato Fire Protection District. Other services, such as water distribution and waste management, are provided by special districts.

For the fiscal year 2012-2013, the City's General Fund budget is approximately \$31 million. Like many public agencies, the City has felt the impacts of the recent economic recession. However, the City is currently developing a fiscal sustainability plan to ensure the City's long-term fiscal health.

In January 2010, the City celebrated its 50th anniversary of incorporation in the newly renovated "Novato Town Hall", our Council Chambers, historically a community church, which provides the City and the community with a beautiful landmark building for community conversations, meetings and events. The City is currently building a new city administrative office building downtown which is expected to be completed in September 2013.

The Novato City Council holds itself to a high standard of providing open and accessible representation to all Novato residents and, toward that end, has adopted Mission and Vision Statements and Core Values – philosophies by which to guide themselves and staff.

CITY OF NOVATO

STRATEGIC PLAN

CITY OF NOVATO MISSION STATEMENT

To provide excellent services and enrich the quality of life within the community in a fiscally responsible manner.

VISION STATEMENT

Novato will be recognized as one of the most vibrant, desirable and sustainable communities with a small town atmosphere in which to live, work, learn, shop, play and visit.

CORE VALUES

The City of Novato values:



CITY OF NOVATO

STRATEGIC PLAN

OVERVIEW

This strategic plan is a tool to help our City do a better job – to focus our energy, to ensure that Councilmembers, residents, employees, and other public and nonprofit organizations in Novato are working toward the same goals, and to assess and adjust, when necessary, the City’s direction in response to a changing environment. In short, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future.

This Strategic Plan is a **call to action** for Novato to build a shared vision. It is also a tool for ongoing accountability. The City Council, with input from staff and the community, has determined a set of Goals and Strategic Objectives which will inform decisions on the allocation of resources and projects for the City for fiscal years 2012/13 to 2013/14.

The seven Goals originally established have been combined to create a new, more focused list of four Goals that are listed below, not in any priority order:

- A. General Plan and Environmental Stewardship**
- B. Fiscal and Organizational Sustainability**
- C. Thriving Business Environment**
- D. Community Health and Safety**

A host of Strategic Objectives were developed to further these Goals. The City Manager, along with City departments, developed draft work plan items and timelines for completion of the goals. Council has deleted, changed and added items over time.

The Strategic Plan is posted on the City’s website at www.novato.org. Public input is welcome and encouraged. This Strategic Plan is a dynamic document with regular updates and adjustments made at City Council meetings.

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

CITY OF NOVATO

STRATEGIC PLAN

OPEN GOVERNMENT AND TRANSPARENCY

As expressed by the Core Values, the City of Novato has an unwavering commitment to open and transparent government and to engaging the public in the decision-making process. Having recently set a policy to continue following all provisions of the Brown Act regardless of the suspension adopted by State Legislature, the City Council prides itself on conducting the public's business in a professional, transparent and accountable manner.

The City of Novato provides a variety of ways to stay connected to the community. Some of the initiatives the City has taken toward fostering public involvement include:

- Televising and live-streaming all regular and most special Council meetings.
- Facilitating the public's accessibility to staff and Councilmembers via email and telephone
- Providing public workshops on topics of community interest
- Publication of "Our Town", a monthly e-Newsletter connecting the City and the Community.
- City of Novato e-Notification service, an e-mail notification system that provides up-to-date information on topics or events of interest. This free "e-Notify" service is an on-line subscription that keeps residents in touch with events, City Council and Boards & Commissions meeting agendas and staff reports, as well as news from various city departments.
- During the FY 2012/2013 budget cycle, the City Council approved the conversion of a vacant position to a Public Communication Coordinator position with the goal of strengthening communication efforts between the City and residents and to continue the City's commitment to transparency and community engagement. The position has now been filled and is dedicated to public communication and outreach and to ensuring that the development and dissemination of information to the community is clear, accurate and comprehensive.
- The City initiated the use of social media by establishing a City of Novato Facebook page and Twitter feed, allowing friends and followers to stay updated with activities and events.
- The City of Novato strives to provide accurate information to the public in a number of ways and often uses the assistance of the media to communicate information. On occasion, a request is made to the media to publish a correction or clarification on a story that contains a factual error. A "Just the Facts" page has been established on the City's website as a way to set the record straight by providing factual information directly to the public.

These are just a few examples of the ways the City of Novato works toward putting the Core Values into action every day.



GOAL A

Planning in Action

GENERAL PLAN AND ENVIRONMENTAL STEWARDSHIP

Complete a General Plan and Housing Element update process that collaboratively engages the community and stakeholders in preparing a plan that is economically sustainable, preserves Novato's unique character and environment, reduces commute trips, promotes healthy living and environmental stewardship, and is compatible with existing neighborhoods.

Outcome: An adopted General Plan and approved Housing Element that has community buy-in, and preserves Novato's unique character and environment. Increased awareness of the environment and our impact on natural resources.



GOAL B

FISCAL AND ORGANIZATIONAL SUSTAINABILITY

Continue efforts to attain long-term fiscal stability (provision of services and care of community assets) and organizational excellence through improved efficiency and effectiveness, resources to maintain and replace City facilities, active management of employee compensation, growth in on-going revenue from City-owned assets, investment in technology and operational improvement and exploration of ongoing revenue generation. Clarify and provide options for Council and the community to decide how they want to attain fiscal sustainability.

Outcome: A balanced and stable mix of ongoing revenues and expenditures that support services and daily operations, plus create adequate financial investment in City assets and infrastructure in the long term.



GOAL C

THRIVING BUSINESS ENVIRONMENT

Through the promotion of Novato and our development of programs aimed at the recruitment and retention of high paying jobs, facilitate Novato becoming a key business destination. Facilitate a vibrant and restored downtown and other commercial centers that enhance community spaces, restaurant options, the retail environment, and the City’s financial base.

Outcome: The prime business and retail destination in the North Bay with high paying jobs including clean and bio technology sectors, and a downtown and other retail centers bustling with shoppers, event-goers, and employees with a retained small town character and active public spaces.



GOAL D

Hamilton Pool

COMMUNITY HEALTH AND SAFETY

Build a strong and safe community by 1) connecting residents, neighborhoods, programs, and support systems for all, and 2) promoting active recreational opportunities utilizing programs, parks and community facilities.

Outcome: An engaged community where neighbors look out for neighbors, residents mobilize to solve problems, and crime in Novato is kept extremely low. Healthy, fit Novatans living and working in an environment with healthy neighborhoods, and resident access to recreational programs and first-class community facilities.

GOAL A - GENERAL PLAN & ENVIRONMENTAL STEWARDSHIP

STRATEGIC OBJECTIVES WITH WORK PLAN ITEMS

A. Prepare a draft Housing Element (2207-2014) that is acceptable to the community and submit to the State.

1. Resolve any potential housing unit deficiencies. (FY 12/13)
2. Prepare draft Housing Element and initiate environmental review. (in progress) (FY 12/13)
3. Housing Element approved by State. (FY 12/13)
4. Develop process and strategy for next Housing Element (2014-2022). (FY 13/14)
5. Maintain and protect local interests impacted by current and pending State land use legislation and Sustainable Communities Strategy and Regional Housing Needs Assessment processes. (FY 13/14)

B. Prepare draft North Redwood Boulevard Corridor Planning Study and design guidelines including economic analysis and submit to Council for approval.

1. Examine impact of land use decisions on San Marin Drive/101 Interchange. (FY 12/13)
2. Develop a process to finalize and submit North Redwood land use recommendations to City Council for discussion and feedback. (FY 12/13)
3. Prepare draft policies and design guidelines. (FY 13/14)
4. Public review and comment on draft Study. (FY 13/14)

C. Complete General Plan update process.

1. Consolidate the Hamilton Reuse Plan, Hamilton Master Plan, and Downtown Specific Plan into the General Plan update for the ease and benefit of residents, development community and staff. (FY 13/14)
2. Prepare draft General Plan. (FY 13/14)

D. Update Development Review Process

1. Consider Zoning Ordinance and Development Standards revisions to reduce processing time and expense. (FY 12/13)
2. Review second unit requirements, processes, and fees. (FY 13/14) (FY 12/13)

- E. Pursue environmental sustainability and greenhouse gas (GHG) reductions.
1. Reduce City's GHG emissions in City facilities through energy efficiency measures including streetlights. (FY 12/13) [Phase 3 in FY 13/14](#)
 2. Reduce GHG emissions by working with the Marin County Transit District to begin development of the Downtown Novato Transit Hub, reconstruct transfer stops at the Rowland Boulevard and Ignacio Boulevard interchange and implement enhanced service in Novato. (FY 13/14)
 3. Reduce GHG emissions by filling network gaps identified in the Bicycle and Pedestrian Master Plan. (FY 13/14)
 4. Continue to support Safe Routes to School and other walkability efforts. (FY 12/13 and FY 13/14)
 5. Implement a routine signal timing program that will improve corridor mobility for all modes and reduce vehicle idling. (FY 13/14)
 6. Work to support and coordinate SMART projects in our community including consideration of quiet zones, safety equipment, multi-use path, and station and track construction. (FY 13/14)
 7. Incorporate Climate Action Plan into the General Plan. (FY 13/14)
 8. Install six Electric Vehicle Charge Stations and evaluate locations and use. (FY 12/13)
 9. Explore replacing grass fields with artificial turf to reduce water usage, electrical use and maximize use of fields. (FY 12/13)

GOAL B - FISCAL & ORGANIZATIONAL SUSTAINABILITY

STRATEGIC OBJECTIVES WITH WORK PLAN ITEMS

- A. Analyze, educate and prepare policy options around fiscal and organizational sustainability.
1. Conduct a comprehensive process to develop the next Fiscal Sustainability Plan including use of Measure F. (FY 12/13)
 2. Provide revenue choices to the Council and the public. (FY 12/13)
 3. Continue to review employee benefits/compensation including exploring further pension reform. (FY 12/13)
 4. Review recommendations from Custodial, Fleet, and IT studies and implement where appropriate to increase efficiency and/or reduce cost. (FY 12/13)

5. Conduct Performance Standards and Staffing analysis for public works maintenance operations. (FY 12/13)
6. Implement dissolution process of previous Redevelopment Agency. (FY 12/13)

B. Complete the dissolution of Redevelopment.

1. Minimize General Fund and City impact from loss of Redevelopment and analyze legal fallout. (FY 12/13)
2. Continue to review and respond to deadlines and requirements of dissolution legislation. (FY 12/13)
3. Provide support to Oversight Board. (FY 12/13)
4. Determine staffing of housing assets/functions to provide strong oversight of the City's housing program in the most cost effective manner. (FY 12/13)

C. Generate on-going revenue and return where appropriate from City-owned assets.

1. Seek to remove land use constraints where appropriate and optimize ability to fully utilize and generate revenue at Hamilton from City properties. (FY 13/14)
2. Evaluate and engage a process to more fully utilize City owned properties while respecting the historical nature of some of these assets in Hamilton. (FY 13/14)
3. Increase revenue from recreation facilities through tournaments and events. (FY 13/14)

D. Pursue partnerships with other agencies, non profits, and the community.

1. Continue park and island transition planning to accommodate reduced staffing. (FY 12/13)
2. Initiate development of Friends of Parks and Recreation. (FY 12/13) [FY 13/14](#)

E. Improve organizational culture, employee morale, and professional development.

1. Update and improve the City's employee evaluation system including updated forms, training, and clarification of expectations for employees and supervisors. (FY 12/13) [FY 13/14](#)
2. Update and implement an effective, multi-faceted Employee Recognition Program. (FY 12/13)
3. Implement an Employee Suggestion Program and investigate other means to encourage employee innovation, problem solving and creativity. (FY 12/13)
4. Develop and implement a comprehensive safety training program and begin implementation. (FY 13/14)

5. Provide range of supervisor and management training including coaching, mentoring, performance evaluations, change management and discipline. (FY 13/14)
- F. Improve customer service, access, and efficiency through technology investments and process improvements.
1. Report out and develop a funding and implementation plan for the IT/GIS Master Plan. (FY 12/13)
 2. Create IT Steering Committee to advise the City on information technology planning implementation and strategy. (FY 12/13) **Completed**
 3. Streamline and improve internal processes for workers' comp and liability claim management. (FY 13/14)
 4. Improve internal purchasing processes/procedures and investigate a local preference purchasing policy. (FY 12/13) **FY 13/14**
 5. Develop multi-year plan in partnership with all departments to bid out City contracts where appropriate to generate cost savings. (FY 12/13)

GOAL C - THRIVING BUSINESS ENVIRONMENT

STRATEGIC OBJECTIVES WITH WORK PLAN ITEMS

- A. Create an Economic Development Program.
2. Draft and prepare an Economic Development strategy for Council and the community. (FY 12/13)
 3. Create marketing materials and website to promote Novato as a viable business community. (FY 12/13)
 4. Develop a business visitation and retention program with a focus on key business sectors. (FY 13/14)
 5. Explore and utilize where appropriate tools available to catalyze economic development. (FY 12/13)
 6. Explore opportunities to improve the image of the City and pride in our community, for example, by establishing an online store. (FY 13/14)
- B. Enhance and improve Downtown.
1. Complete design of Wayfinding program and initiate Phase I implementation focused on downtown. (FY 12/13)

2. Master plan the Civic Center area and Sherman Avenue including the Community, Hanen, Scott and Simmons Houses. (FY 13/14)
3. Continue to review and develop additional downtown parking capacity during and after construction of City offices to mitigate any impact of City offices returning downtown. (FY 12/13)

GOAL D - COMMUNITY HEALTH & SAFETY

STRATEGIC OBJECTIVES WITH WORK PLAN ITEMS

- A. Establish the Novato Response Team (NRT) to provide integrated proactive services for targeted enforcement, safety enhancement and crime prevention.
1. Act as a liaison to the Novato Unified School District and the Marin County School/Law Enforcement Partnership for the purpose of managing criminal activity, drug and alcohol intervention; enhancing juvenile intelligence information and partnering with school staff and administration. (FY 12/13) (Will be completed this FY, but ongoing beyond 12/13)
 2. Develop response strategies to gang activity and gang related crimes; coordinating intelligence and enforcement activities with allied law enforcement agencies. The team will develop and implement education, prevention and intervention programs related to anti-gang strategies focused on at-risk youth, schools and community based programs. (FY 12/13) (FY 13/14)
 3. Address issues pertaining to graffiti and vandalism and will partner with our city code enforcement, public works staff and citizen volunteers for the purpose of the tracking and immediate removal of graffiti and blight in our community. (FY 12/13) Completed.
 4. Explore creation of a Multi-family Housing Crime Reduction Program in Novato. (FY 13/14)
 5. Develop and implement strategies focusing on emerging crime trends and quality of life issues and will establish community policing partnerships to enhance communication and specifically address issues of crime and perceptions of criminal activity. (FY 12/13) (Completed but ongoing in 13/14)
- B. Create or coordinate outreach programs to engage the growing Hispanic segments of Novato.
1. Establish a partnership with the Novato and Marin County Interfaith Coalition to enhance trust and communication within the Hispanic population. (FY 12/13) Will be completed this FY.
 2. Facilitate Community Meetings with the Hispanic Community to provide information regarding Crime, Safety and the Role of Police. (FY 12/13) Will be completed this FY

- C. Facilitate a strong community services system and other support for seniors.
1. Continue crime prevention educational efforts for seniors, such as identity theft, fraud. (FY 12/13) [\(FY 13/14\)](#)
 2. Continue partnership with the District Attorney and social services on elder abuse and educational programs. (FY 12/13)
- D. Support programming, leadership development and services for youth of Novato.
1. Continue active Parks, Recreation and Community Services Department and Police Department involvement with the Novato Blue Ribbon Coalition for Youth, the establishment of a new Youth Committee to work with the Coalition, and efforts to reduce youth access to alcohol, binge drinking, marijuana and bullying. (FY 12/13) [Ongoing](#)
 2. Research and develop an integrated community based youth development program to enhance youth assets, skills and leadership. (FY 13/14)
 3. Research nationally proven afterschool programs and consider implementation to enhance afterschool programming at schools in an effort to keep youth engaged and away from crime. (FY 12/13) [Implementation underway due to pilot funding](#)
- E. Enhance disaster preparedness.
1. Continue increased emphasis on employee training, tabletop exercises, and a multi-agency disaster preparedness effort. (FY 12/13) [Completed](#)
 2. Coordinate evacuation route training and planning. (FY 12/13) [Completed](#)
 3. Complete work with the Novato Chamber on a Business Continuity Plan. (FY 13/14)
 4. Establish a vibrant volunteer corps to support emergencies. (FY 13/14)
 5. Strengthen and broaden emergency shelter awareness working with American Red Cross and the Marin Humane Society, in collaboration with shelter location providers. (FY 12/13) [Completed](#)
- F. Explore and identify local solutions to address healthy eating and active living.
1. Participate in national anti-obesity campaigns such as Let's Move, Healthy Eating, Active Living (HEAL) and others. (FY 13/14) [Ongoing](#)

KEY DEPARTMENTAL INITIATIVES

Along with the four Goals adopted by the City Council, there are at any given time, a number of initiatives being undertaken by City Departments. Here is a list of the anticipated key initiatives:

Marin Valley Mobile Country Club

Primary Department Owner: City Manager's Office

1. Conduct refinancing analysis on bonds due to requirements of Assured Guaranty. (FY 12-13)
Completed
2. Determine process and timing with regard to MVMCC long term ownership analysis and decision.
(FY 12-13) **Process and workplan – Completed; Analysis and Process -- Underway**

Hamilton Levee and Wetlands Projects

Primary Department Owner: Public Works Department

1. Continue efforts to resolve and finance Hamilton levee seepage issues and repair and address community relations. (FY 12-13)
2. Monitor and facilitate where necessary the numerous wetlands and Bay Trail projects occurring near the Hamilton levee. (FY 12-13)

City Offices

Primary Department Owner: City Manager's Office / Public Works Department

1. Manage and complete construction project for new City offices. (FY 13-14)

COMPLETED ITEMS LIST 2010 - 2012

GOAL A

GENERAL PLAN AND ENVIRONMENTAL STEWARDSHIP

1. Facilitate development of City Manager's Ad Hoc Working Group Recommendations.
2. Submit Housing Opportunity Sites list to City Council.
3. Explore Metropolitan Transportation Commission grant opportunities for planning around rail stations.
4. Work with other jurisdictions to develop an AB811 financing program to encourage energy efficiency and production measures in the community.
5. Make a decision on whether to choose Marin Energy Authority as the City's energy provider for City-owned facilities.
6. Prepare draft land use plan and policy alternatives.

GOAL B

FISCAL AND ORGANIZATIONAL SUSTAINABILITY

1. Lead public information program on Measure F.
2. Explore feasibility of a citywide Community Facilities District or Development Agreements for new development.
3. Transition into role as successor to the dissolved Redevelopment Agency.
4. Create a process to maximize grant resources.
5. Resolve location of city offices and eliminate City lease payments.
6. Pension reform and employee concessions for FY 10/11 and 11/12.
7. Look at alternatives available for SMART Station placement.
8. Use one-time funds to weatherize and protect aging City facilities.
9. Hamilton Pool - Evaluate first summer of operation by City of San Rafael and explore increasing revenue opportunities.
10. Hamilton Gym - Reach agreement to build replacement gym in partnership with Novato Unified School District.
11. Improve general marketing and branding for recruitment of employees.
12. Provide Interest-based Problem Solving Training for employees.
13. Provide Customer Service Training.
14. Information Technology & Geographic Information Systems Evaluation and Strategic Plan.
15. Develop a series of cross-departmental teams to improve coordination and effectiveness of various city activities/processes including development processing, web site content, records management and others as needed.

16. Complete a Custodial and Facility Staffing Evaluation.
17. Develop and Implement a comprehensive streetscape and park volunteer program.
18. Support renovation of the Novato Theatre as a film and entertainment center for downtown.
19. Proactively work with the Animal Control Joint Powers Authority to reduce the contract with the Humane Society.
20. Develop a facility, parks and infrastructure maintenance master plan in order to maintain, protect, and replace aging City facilities and infrastructure.

GOAL C

THRIVING BUSINESS ENVIRONMENT

1. Work with Downtown Novato Business Association to determine the appropriate location for the Farmers' Market.
2. Conduct annual Downtown Parking Survey to determine occupancy levels, parking demand and potential need for action as well as addressing any perception of lack of parking.
3. Create "Our Town" E-Newsletter, social networking, and website improvements to enhance communication and promotion.
4. Hire Economic Development Manager.

GOAL D

COMMUNITY HEALTH AND SAFETY

1. Update the Green Building Ordinance to incorporate new State requirements.
2. Work with State Coastal Conservancy and the Army Corps to complete the Bay Trail through Novato.
3. Evaluate moving Novato Independent Elders Program to non-profit agency. Services include: referral network regarding housing, financial services, shopping, healthcare, and job referrals.
4. Develop and Implement a comprehensive streetscape and park landscape volunteer program.
5. Continue partnership with Marin County Major Crimes Taskforce and the Marin County Coordination of Probation Enforcement Team COPE Team—seek grant opportunities for personnel and resources.
6. Continue traffic grant programs i.e. DUI checkpoint, seatbelt enforcement, bicycle safety programs, pedestrian safety programs, etc.
7. Reestablish the Police Department's Citizen Academy Program in 2012. Facilitate Council discussion on role during an emergency and implement preparedness training.

KEY DEPARTMENTAL INITIATIVES COMPLETED
MARIN VALLEY MOBILE COUNTY CLUB

- I. City to reach a decision on the Delegation Agreement and Management Agreement.

Government/Public Utilities

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 January 2013 is 254,007, which is virtually unchanged from 2012. Novato, which covers 28 square miles, has a population of 52,554 and 21,158 households. Novato's population is 65.8% White, 21.3% Hispanic, 6.5% Asian, 2.6% Black and 3.8% all other; the median age is 43.1 years.



Renovated Council Chambers (former 1st Presbyterian Church) Built 1896

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 at large, serving 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 has 187 authorized full-time equivalent employees and delivers municipal services through six departments: Central Administration (City Manager, City Clerk, City Attorney, Economic Development), Administrative Services (Finance, Human Resources, Information Technology, Citywide Programs), Police, Community Development (Planning, Building, Code Enforcement, and Environmental Sustainability), 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 and by Horizon Cable TV Inc. in certain areas of Hamilton. AT&T provides satellite TV service throughout the city.

Employment

According to the State Employment Development Department, as of June 2013 the Marin County labor market provided 140,300 wage and salary jobs and had an unemployment rate of 5.1%, the lowest rate in the state and a decrease of 1.6% from the previous year. Of this total, 18,500 jobs (13.2%) were in professional and business services. Other leading sources of wage and salary employment in the County were trade, transportation, and utilities (12.4%), educational and health services (12.3%), government (11.1%), leisure and hospitality (9.8%) and finance, insurance and real estate (5.1%).

Novato's labor market currently provides 26,300 jobs and has an unemployment rate of 6.0%. This is also a significant decrease from the June 2012 rate of 7.9%.

Education

The Novato Unified School District serves over 8,000 students in kindergarten through high school in seven elementary, two K-8 (one public, one charter), two middle, two high, and three alternative schools.

College of Marin serves approximately 16,000 students each year at its two campuses in Kentfield and Indian Valley in Novato. The college offers more than 60 academic programs leading to an Associate of Arts or Associate of Science degree, as well as a wide range of community education classes.

The Buck Institute is one of the foremost non-profit, biomedical research institutes in the world and the first independent research facility in the United States to focus solely on aging and age-related conditions. The Institute offers a postdoctoral research training program, in partnership with Lawrence Berkeley National Laboratory and the University of California, Berkeley. The Institute began its biomedical research program in 1999. The Institute opened the Regenerative Medicine Research Center, its newest research laboratory, in April 2012.

Business and Industry

The City of Novato successfully mixes corporate headquarters, state-of-the-art technology companies and a variety of retail centers in its business community.

The Novato Unified School District is the City's largest employer with 800 employees. Novato is home to a number of biotechnology companies, including BioMarin (Novato's 3rd largest employer), which recently underwent an expansion of its Novato facilities. Ultragenyx Pharmaceutical and Raptor Pharmaceutical, both BioMarin spinoffs, are located in Bel Marin Keys, furthering Novato's expansion as the biotech hub of the North Bay.

Retail business in Novato takes many forms. Vintage Oaks Shopping Center is a regional mall that serves as home to Costco, Target, Macy's Furniture Center, Pier 1, Novato Toyota and Novato Kia, as well as a number of other retail stores and restaurants. There is an active retail area in downtown Novato with shops and restaurants as well as other shopping areas throughout the City.



Whole Foods, Downtown



Hamilton Marketplace

In 2013, 4,600 businesses are registered for business licenses with the City of Novato. The larger businesses within Novato are listed below and have more than 200 employees.

**Major Novato Employers
(Ranked by Employment Size)**

Company/Organization	Type of Industry	Number of Employees
Novato Unified School District	School District	800
Fireman's Fund	Insurance	736
BioMarin Pharmaceuticals	Pharmaceuticals	607
2K/Visual Concepts Entertainment	Video Game Developer	398
Cagwin & Dorward	Commercial Landscape Maint.	387
Costco Wholesale	Bulk Retail Outlet	294
Novato Community Hospital	Hospital	291
Target Store	Retail	268
Buck Institute	Biomedical Research	261
Safeway Stores	Grocery Market	243
Bradley Electric	Electrical Contractors	230
Brayton Purcell	Law Office	203

Recreation and Leisure

Novato has a rural atmosphere largely because of its low population density and the high amount of open space and parks in and near the City. Novato's population density is about one-half that of San Rafael, and is nearly one-third that of Petaluma or Vallejo.



Novato's sphere of influence contains seven county-maintained open space preserves with more than 2,600 acres of open space, including 1,600 acres surrounding Mt. Burdell in Northern Novato. Olompali State Park, just north of Novato, comprises 900 acres, bringing the total to nearly 3,500 acres. The City itself is home to a total of 27 parks, including three major city parks. The North Marin Water District also maintains an open space preserve near Loma Verde.

Major community events include the Novato Festival of Art, Wine and Music each June, Nostalgia Days, the Multicultural Festival, the annual 4th of July Parade, the Classic Car Show, Movies in the Park, and the Downtown Farmers' Market held each Tuesday throughout the summer.

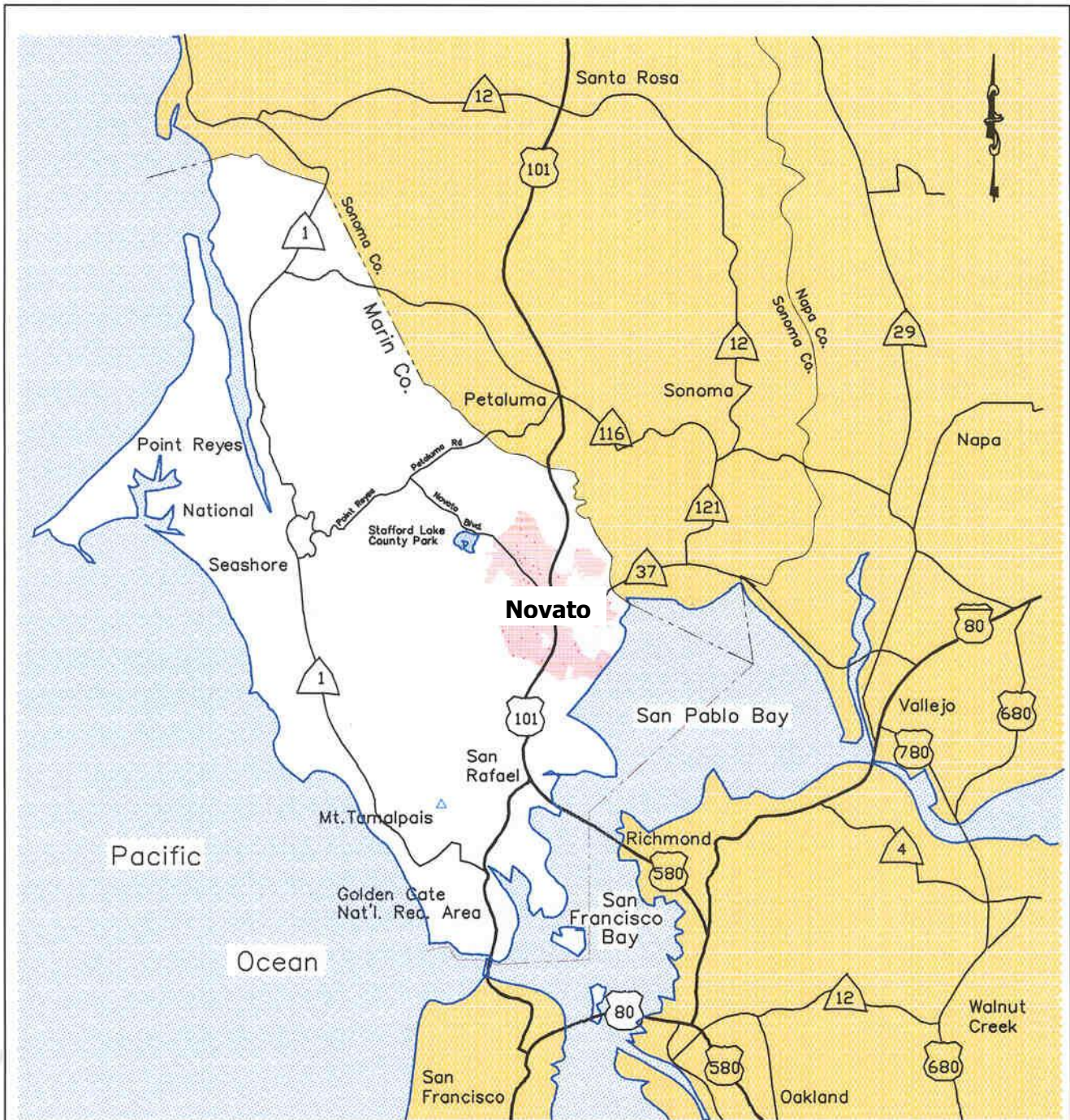


4th of July Parade

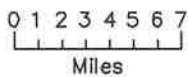


Art, Wine & Music Festival





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



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City of Novato Regional Map



Novato at a Glance

General Information

Incorporated	January 20, 1960
Government	Council/Manager
Bond Rating (Standard & Poor's)	AA-
Land Area	28 square miles

Household Characteristics

Single, No Children	22.7%
Single with Children	25.0%
Married, no Children	29.8%
Married with Children	22.5%

Population

Population	52,554
Median Age	43.1

Population by Ethnic Group

White	65.8%
Hispanic	21.3%
Asian	6.5%
Black	2.6%
Other	3.8%

Labor Market

Total Employment	26,300
Unemployment Rate	6.0%

Largest Employers

Novato Unified School District	800
Fireman's Fund	736
BioMarin Pharmaceuticals	607
2K/Visual Concepts Entertainment	398
Cagwin & Dorward	387
Costco Wholesale	294
Novato Community Hospital	291

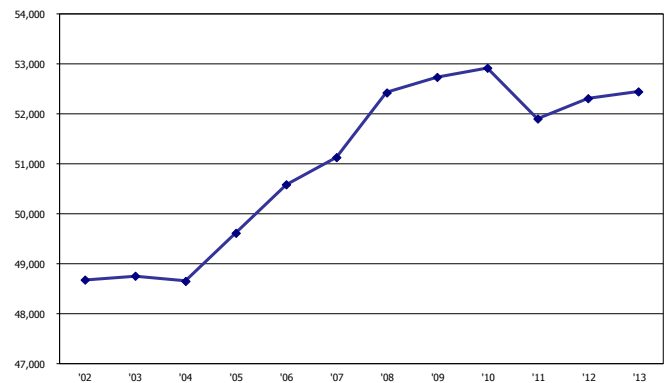
Educational Attainment (Age 25 and older) *

Graduate or Professional Degree	12.2%
Bachelor's Degree	24.8%
Some College/Associate Degree	35.6%
High School Graduate	17.9%
Non High School Graduate	9.5%

Schools

Elementary Schools (K-5)	7
Elementary/Middle Combination (K-8)	2
Middle Schools (6-8)	2
High Schools (9-12)	2
Alternative Schools (K-12)	3
Projected Enrollment	8,000
Student/Teacher Ratio: K-3	21:1
4-5	30:1
6-12	31:1

Novato Population



Note: Population figures are for January 1 of each year.

Housing

Housing Units	21,158
Persons Per Household	2.55
Vacancy Rate	4.2%
Single Family Homes	15,927
Multiple Family	4,683
Mobile Homes	548
Owner Occupied Households	66%
Average Home Price	\$785,902
Median Home Price	\$710,000
Median Household Income	\$78,628

Sources:

California Department of Finance
California Employment Development Department
Marin County Assessor's Office
Novato Unified School District
* U.S. Census Bureau (2000)

The Budget Process

The City Manager’s recommended operating budget is presented as the City of Novato Budget of Municipal Services for the period beginning July 1, 2013 and ending June 30, 2014. The 2013/14 budget is divided into four sections: budget tables identifying the city’s overall financial plan; operating plans for all city departments; the Capital Improvement Program five-year financial plan, including project sheets and funding; and summary tables of all miscellaneous funds.

The development, evaluation and production of the annual operating budget is a lengthy process involving many different steps and many members of staff. The schedule that follows outlines the major elements in the operating budget development process. The schedule is approximate and covers one complete budget cycle.

October - December

The budget for the current fiscal year is reviewed by staff to determine if any modifications in format or content should be considered for inclusion in the next year’s budget document. Finance staff works with the City Manager to design the budget, with the goal of presenting to the Council a document that is easily understood and contains the information necessary for the Council to make reasoned policy decisions.

December

The Finance Division develops budget guidelines for city departments to use in preparing their budget requests.

January

The City Council adopts a calendar for the next budget cycle.

A budget kick-off meeting is held for all management and department staff involved in the budget process. Finance staff presents a financial picture of the current fiscal year and prepares a beginning base budget for each department. The City Manager asks department heads to begin preparing their budget proposals for the upcoming fiscal year.

February

Council meets to set its priorities and goals and establish policy direction. Instructions for budget development based on Council policy are provided to the departments as necessary. Departments submit requests for budget increases.

Budget Calendar

October	Modifications to the format of the budget are reviewed.
December	Budget guidelines are developed.
January	Financial condition of current fiscal year prepared. Budget kick-off meeting. Finance prepares base budgets for departments.
February	Council sets its priorities and goals. Departments submit budget increase requests.
March	Mid-year fiscal review to Council. CIP budget reviewed. Departments submit supplemental requests.
April	City Manager presents overview of proposed operating and capital budgets, as well as recommendations for program/ personnel changes to Council.
May	City Manager submits budget documents to City Council.
June	Budget workshops and public hearings. Budget adopted.
July	New fiscal year begins.
August-September	Final budget document prepared.

March

Finance staff presents to the City Council a mid-year fiscal review report which addresses General Fund revenues and expenditures and projects their status to the end of the fiscal year with respect to the budget. The City Manager and Finance staff refines funding resources for the subsequent fiscal year and meets with department heads to review each department's base budget. Program reductions are developed if necessary.

During this month, departments also review program narratives and their performance measure statements. These measurements assess the quality and performance levels of programs.

Finance and Engineering staff meet to discuss the Capital Improvement Program (CIP) budget and review proposed expenditures for major construction or repair of city facilities and buildings. This work team also determines the time frames of the projects, the sources of the projects' funding, and the operating impacts on the General Fund. The Capital Improvement Program budget is based on a five-year plan for investment in the city's infrastructure.

Departments submit supplemental budget requests. These requests outline new programs and personnel needs and their funding requirements. The City Manager then meets with department heads to discuss the merits of these requests and the impact to the General Fund.

April

The City Manager presents an overview of the Proposed Budget of Municipal Services, including recommendations for program and/or staffing changes, and the Proposed Capital Improvement Program budget at a City Council workshop or meeting to review in mid-April. City Council provides general guidance and determines which of the City Manager's recommendations they will support for inclusion in the budget.

May

The City Manager submits the Proposed Budget of Municipal Services, and the Proposed Capital Improvement Program budget, to the City Council to review in late May.

May - June

Citizen input into the budget process is encouraged at several budget workshops and public hearings held by the City Council. Council adopts resolutions implementing the operating, capital improvement projects, and Novato Public Finance Authority budgets. The resolutions reflect any changes to the proposed budgets as directed by the Council based on its budget deliberations.

July

The new fiscal year begins on July 1; the budget becomes effective.

August - September

The final budget document is prepared.

Capital Improvement Program Budget - Overview

The Capital Improvement Program Budget is a five-year program, with the budget for the upcoming fiscal year being adopted as part of the budget process. The list of planned projects is reevaluated, modified and adopted annually for the next five-year period. As part of the City Council deliberations on the CIP budget, the public hearing process enables citizens to request specific projects. Staff prepares the draft CIP budget based on the following factors:

- a) Updates to the projects already identified in the most recent CIP budget.
- b) New grant funds obtained from specific sources. The City Council pre-authorizes projects to be submitted for grant funding.
- c) Project requests submitted by citizens if funding is available. If partial funding is available, project sheets are prepared so that Council can see the requests and the scope and cost of the projects.
- d) When a large amount of funding is available such as from bond funding, a project priority list is presented to Council for determination of the priority of projects to be approved and funded.

The FY 2013/14 Capital Improvement Program Budget includes \$4,820,610 of new appropriations, as well as \$9,317,622 in carried over funding. Project costs through FY 2017/18 are estimated at \$37,457,035; however, several projects are not fully funded and construction will be contingent upon identifying and securing additional funds.

Current major projects include:

City Administrative Offices Building - \$14,287,500

Novato Boulevard Improvements between Diablo and Grant - \$13,165,842

Grant Avenue Bridge Rehabilitation - \$1,856,304

Redwood/Olive Traffic Signal and Redwood Boulevard Pavement Rehabilitation - \$1,063,056

Measure A Group 9 Pavement Rehabilitation - \$949,060

Olive Avenue Bike Lane - \$779,400

The majority of the Capital Improvement projects undertaken in the city are rehabilitation of existing facilities or roadways that have minimal impact on overall maintenance costs. However, CIP projects recently completed or currently under construction that impact the city's operating budget, will increase the Maintenance Division's annual streets, parks, and building maintenance budgets by approximately \$550,000 annually. The city administrative offices building, which is scheduled for occupancy in October 2013, represents approximately \$200,000 of that total.

The Capital Improvement Projects section beginning on page 301 of this document provides additional detail, including complete project details, estimated costs, and funding information.

Proposition 218

Proposition 218 requires majority voter approval as a precondition to the imposition, extension or increase of any local general tax. Additionally, Proposition 218 requires that any local general tax imposed, extended or increased without voter approval between January 1, 1995 and November 5, 1996, must have been submitted to the voters by November 5, 1996 in order to continue imposing the general tax.

To date, the impact of Proposition 218 on the City has been limited to the city's landscape and lighting assessment districts. To comply with the legislation, elections of the parcel owners within these districts have been held in order to confirm or continue the collections of taxes or fees.

Financial Policies & Practices

The material in this section is based on longstanding City policies and practices, and recommendations developed by the National Advisory Council on State and Local Budgeting whose founding members include the International City/County Management Association (ICMA), Government Finance Officers Association (GFOA) and California Society of Municipal Finance Officers (CSMFO). Financial practices implement financial policy and form the City's internal control systems. This includes budget control, modified accrual basis of accounting, debt management, and risk management.

Financial Reporting Policies

- a) A financial report will be prepared monthly to show the month's revenue and expenditure activity.
- b) The city will submit quarterly reports to the City Council comparing actual revenues and expenditures to budget amounts, which will include a written analysis.
- c) A financial report will be prepared at the end of each fiscal year to show details of the actual revenue received and appropriations expended.
- d) In accordance with state law, an investment report will be prepared on a quarterly basis to account for the amounts, placements, and yields of the city's invested funds.
- e) In accordance with state law, an independent accounting firm will perform an annual audit of the financial statements of the city and will publicly issue an opinion thereon.

Basis of Budgeting/Basis of Accounting

The City of Novato prepares its budget and maintains its accounting records for governmental funds on a modified accrual basis. This is consistent with Generally Accepted Accounting Principles (GAAP) applicable to local government as recommended by the Governmental Accounting Standards Board (GASB). The city's accounts are organized on the basis of funds, each of which is considered a separate accounting entity, and which are required by state or federal law or proper accounting practice. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. Governmental resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

The operating budget includes proposed spending from many different funds. Depending on the type of service provided by a department, expenditures may be authorized from a number of funds. The majority of traditional city services are funded through the General Fund.

Expenditures are recognized in the period in which the liability is incurred, if measurable, except for non-matured principal and interest on general obligation debt, which is recognized when due. Expenditures may not legally exceed appropriations at the departmental level in the Governmental Fund types. Grant funds, special revenue funds, and capital funds are maintained according to the specific requirements of the funding source and may have different accounting treatments. All appropriations lapse at fiscal year end, which means the authority to spend the money for that certain purpose has expired. Fund balances may be assigned for use at some future date.

Revenues are recognized in the accounting period in which they become both measurable and available. Accordingly, revenues are recorded when received, except that revenues subject to accrual are recognized when due. Revenues susceptible to accrual are property taxes, sales taxes, franchise taxes, intergovernmental revenue, interest revenue and other taxes.

Cost Accounting & Allocated Costs

The City of Novato uses aspects of both cost accounting and allocated cost methods to track expenditures. The city's budget is arranged in a cost center format with cost centers being defined as program elements. For example, the city's police department has been divided into seven major programs — administration, technical services, professional standards, investigations, patrol, traffic, and special police services. Each program is then further subdivided into program elements representing the services to be delivered by the program. For example, the technical services program's budget is distributed to two program elements — records management and communications/dispatch. Direct costs of delivering the service such as materials and supplies, contract services, equipment and other capital outlays are budgeted in each program element. Personnel costs are budgeted at the program element level based upon estimated number of hours to be spent in delivering the program service.

The use of cost center budgeting aids the city in its resource allocation decision-making process and promotes management accountability, as well as facilitating the use of budgeting to achieve the City Council's goals and objectives.

Governmental Funds

All governmental funds are accounted for on a spending or "financial flow" measurement focus, which means that only current assets and current liabilities are generally included on their balance sheets. Their reported unassigned fund balance is considered a measure of "available spendable resources". Governmental fund operating statements present increases (revenues and other financing sources) and decreases (expenditures and other financing uses) in net current assets. Accordingly, they are said to present a summary of sources and uses of "available spendable resources" during a period. Non-current portions of advances to other funds, deposits and notes receivable are reported on their balance sheets, regardless of their spending measurement focus. Special reporting treatments are used to indicate, however, that they should not be considered "available spendable resources" since they do not represent net current assets. Non-current portions of advances, deposits and notes are offset by fund balance reserve accounts.

General Fund — The general fund is the general operating fund of the city. It is used to account for all financial resources except those that require accounting in another fund.

Special Revenue Funds — The special revenue funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Capital Projects Funds — The capital projects funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

Debt Service Funds — The debt service funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

Proprietary Funds

The proprietary funds are accounted for on a cost of services or “capital maintenance” measurement focus, which means that all assets and all liabilities associated with each fund’s activity, whether current or non-current, are included on its balance sheet. The reported fund equity is segregated into assigned and unassigned retained earnings components. Proprietary fund type operating statements present increases (revenues) and decreases (expenses) in total assets.

Enterprise Funds – The city maintains one enterprise fund for the Marin Valley Mobile Country Club Park. This fund was established to account for operations of the park, which are financed and conducted in a manner similar to operations of private business enterprises. The intent is to have the expenses (including depreciation) of providing goods or services on a continuing basis to the park residents, financed or recovered primarily through charges to the residents.

Internal Service Funds — The internal service funds are used to account for, and finance, services and commodities furnished by a designated department of a governmental unit to other departments of the same governmental unit.

Fiduciary Funds

Trust & Agency Funds — Trust and agency funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. These include expendable trust funds, non-expendable trust funds (permanent funds), pension trust funds, and agency funds.

Financial Policy Statements

Financial policy statements articulate city policies on various financial transactions encountered in the course of its day-to-day operations. These policy statements are listed below by subject area.

Capital Improvement and Asset Policies

- a) The city will make all capital improvements in accordance with an adopted capital improvement program.
- b) The city will develop a five-year plan for capital improvements and update it annually.

- c) The city will adopt an annual capital budget based on the five-year capital improvement plan, subject to available funds. Future capital expenditures necessitated by changes in population, changes in real estate development, or changes in economic base will be calculated and included in capital budget projections.
- d) The city will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts.
- e) The city will use intergovernmental subventions to finance only those capital improvements that are consistent with the capital improvement plan and city priorities, and for which operating and maintenance costs have been included in operating budget forecasts.
- f) The city will adopt practices and procedures for capital asset acquisition, maintenance, replacement and retirement.
- g) The city will strive to maintain all of its assets at a level adequate to protect the city's capital investments and minimize maintenance and replacement costs.
- h) The city will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the City Council for approval.
- i) The city will consider alternative means to finance all new capital improvement projects to determine the least costly financing method.

Budget Reserve Policies

- a) The city shall maintain an Emergency and Disaster Response Reserve Fund to provide a financial buffer during significant economic downturns affecting revenues or for severe emergencies. It is the city's goal that this fund balance equals 15% of the annual General Fund budget. The first priority of year-end fund balances is to transfer money to meet the 15% goal.
- b) The city shall maintain a Self-Insurance Fund of \$1 million to meet uninsured losses to city facilities and property. The second priority of year-end fund balances is to transfer money to meet this goal.
- c) The city shall maintain a Pension Reserve Fund to help stabilize the volatility of pension costs. It is the city's goal to deposit into this reserve any amount of the PERS Required Contribution that is less than the Normal Cost as determined annually by PERS. The reserve funds will be used to fund the PERS Required Contribution when it is in excess of the Normal Cost. The third priority of year-end fund balances is to support this reserve.
- d) The city shall maintain funds for vehicle/equipment maintenance, long-term facility maintenance, and furniture, fixtures, and equipment to meet future replacement costs of capital equipment not already provided for in the Vehicle/Equipment Replacement Fund. The fourth priority of year-end General Fund balances is to transfer money to these funds, once the higher priorities have been met.

- e) The city shall maintain a Civic Center Fund to finance the costs of a proposed renovation or new Civic Center campus.

Investment Policies

- a) The collection, deposit, and disbursement of all funds will be appropriately scheduled to ensure the timely investment of funds and payment of expenditures.
- b) The accounting system will provide regular information concerning cash positions and investment performance.
- c) In accordance with the provisions of the California Government Code, the city shall prepare a *Statement of Investment Policies* to be formally adopted by the City Council.

Operating Budget Policies

The city operates under the general laws of the State of California and annually adopts a budget for its governmental and proprietary funds to be effective July 1 for the ensuing fiscal year. The city makes every effort to maintain a balanced budget in the General Fund, meaning that current operating revenues fully cover current operating expenditures. From the effective date of the budget, which is adopted and controlled at the departmental level, the amounts stated therein as adopted expenditures become appropriations to the various city departments. Debt service on bond issues constitutes a legally authorized "non-appropriated budget". Budget information is presented for general, special revenue, debt service, capital projects, and proprietary funds on a one-year budgetary basis.

Additional Budget Policies are:

- a) The city will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues, or rolling over short-term debt.
- b) Provisions will be made for adequate maintenance of capital plant and equipment and for their orderly replacement, within budgetary limits.
- c) The budget will provide for adequate funding of all retirement systems in accordance with contractual commitments.
- d) The city will maintain a budgetary control system to help city staff adhere to the budget.
- e) The city will be held accountable for ensuring that department expenditures stay within budget appropriations.
- f) All requests for City Council action which have a financial impact on the city and/or its various funds shall be reviewed and approved by the City Manager or Assistant City Manager before such requests can be included in the City Council agenda.

- g) Requests for additional positions will only be considered during the city's annual budget process, except in those areas deemed to be of an emergency nature by the City Manager.
- h) New or reclassified positions approved as part of the budgetary process shall be reviewed to determine the appropriateness of the assigned classification and/or salary structure.
- i) Each year, the city will update expenditure projections for the next five years to include estimated operating costs. These projections will be included in a financial forecast to be submitted to the City Council during budget review.
- j) Where possible, the city will integrate performance measurement, service level, and productivity indicators in the city's published budget document.
- k) The city will provide a financial impact analysis of all policy initiatives, service changes, and new programs or projects.
- l) The city will aggressively seek state and federal funds that are available for capital projects.
- m) Budget amendments or transfers between funds for \$30,000 or less require department head authorization, verification of available funding from the Finance Division, and approval from the City Manager, or the Assistant City Manager as his or her designee. Transfers in excess of \$30,000 and all budget amendments that expand service levels require Council authorization in the form of an amending budget resolution.

Purchasing Policies

- a) Purchases will be made in accordance with all federal, state and municipal requirements. If there are no specific requirements, purchases will be made in the best interest of the city.
- b) Purchases will be made in an impartial, economical, competitive, and efficient manner.
- c) Purchases will be made from the lowest-priced and most responsible vendor. Qualitative factors, such as vendor reputation and financial condition will be considered, as well as price.
- d) Preference will be given to purchase of like quality to vendors who maintain a place of business within the city.

Revenue Policies

- a) The city will endeavor to maintain a diversified and stable revenue stream to shelter it from short-term fluctuation in any single revenue source.
- b) The city will estimate annual revenues through an objective, conservative, analytical process.
- c) The city will annually prepare five-year revenue projections as part of a financial forecast.

- d) The city will calculate the full direct costs of activities supported by user fees and consider such information when establishing user charges. The city will strive to establish user charges and fees to recover the cost of providing the services and annually review fees.
- e) Non-recurring revenues will be used only to fund non-recurring expenditures.

Debt Administration and Policies

All long-term debt obligations require City Council approval before obligation is incurred. The city Municipal Code states that a majority vote of the voters of Novato is required before the city acquires real property. A majority vote would be required if:

- a) The property would have a total cost of construction or fair market value in excess of one million dollars, adjusted by changes in the Consumer Price Index (CPI);
- b) The lease or other transaction would continue in excess of four years; and
- c) When the lease is completed or transaction terminated, title to the property would vest to the city without the city paying fair market value for the property.

Debt Policies

- a) The city shall not use long-term debt for current operations.
- b) The city will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues.
- c) When the city finances capital projects by issuing bonds, it will repay the bonds within a period not to exceed the expected useful life of the project.
- d) The city will maintain good communications with bond rating agencies about the city's financial condition. The city will follow a policy of full disclosure on every financial report and bond prospectus.
- e) Where possible, the city will use special assessment revenue, or self-supporting bonds instead of general obligation bonds.



General long-term debt issued and outstanding at June 30, 2013, is comprised of the following:

Type of Indebtedness	Outstanding at June 30, 2013
General Obligation Bonds:	
Series 2007 (Measure B)	\$4,195,000
Series 2004 (Measure B)	3,775,000
Series 2000 (Measure B)	2,800,000
Series 1997A	4,990,000
Series 1993A	395,000
Compensated Absences	1,590,526
Pension Obligation Bonds	17,686,066
Capital Leases	2,294,739
MERA	1,990,661
Former Redevelopment Agency Debt:	
Hamilton Tax Allocation Bonds 2005	28,825,000
Hamilton Tax Allocation Bonds 2011	16,785,000
CIEDB Loan	2,861,094
OPA Notes Payable	752,548
TOTAL GENERAL LONG-TERM DEBT	\$88,940,634

Long-term debt of the proprietary fund (Marin Valley Mobile Country Club) at June 30, 2013 consisted of the following:

Type of Indebtedness	Outstanding at June 30, 2013
MVMCC	
Loan - Bank of Marin	\$7,720,820
TOTAL PROPRIETARY LONG-TERM DEBT	\$7,720,820

The city has five outstanding general obligation bond issues: \$5 million Series 1993A, dated May 28, 1993; \$14.245 million Series 1997A dated July 1, 1997; and three issues of Measure B street bonds: \$5 million Series 2000 dated July 1, 2000; \$5 million Series 2004 dated November 1, 2004, and \$5 million Series 2007 dated March 5, 2007. Additional information regarding the Measure B bonds is provided below.

On July 1, 1997, the city issued \$14.245 million of refunding bonds (Series A) to advance refund General Obligation Bonds, Series 1989A, Series 1990A, and Series 1992A (collectively the "Prior Bonds"). The Prior Bonds were issued to finance the acquisition and construction of various streets, storm drains, and parks and recreational facilities throughout the city.

The Prior Bonds were deposited in trust with an escrow agent to provide debt service payments until the bonds mature. The advance refunding meets the requirements of an in-substance debt defeasance and the Prior Bonds were removed from the city's general long-term debt account group.

Measure B Bonds

The citizens of Novato voted on March 7, 2000 to authorize the City of Novato to issue bonds, in an amount not to exceed \$15 million, to finance the acquisition, construction and completion of improvements to streets, storm drains and sidewalks within the city.

Measure B projects primarily addressed 34 miles of pavement rehabilitation, resurfacing and associated work on more than 200 separate street segments. The projects included \$11.9 million of street work, \$1.2 million of drainage improvements, \$1.3 million of sidewalk repair, and \$600,000 of access improvements. Overall, Measure B projects encompassed 22 sub-projects with one to five of these sub-projects being completed each year. The final group of street segment improvements was recently completed. The first \$5 million of bonds was issued in August 2000, the second \$5 million was issued in November 2004, and the final \$5 million was issued in March 2007.

Pension Obligation Bonds

On June 29, 2006 the city issued \$18.3 million of taxable Pension Obligation Bonds (POB), Series A-1 and A-2. Proceeds from the bonds were used to pay for the cost of issuance and to pay off the city's Miscellaneous and Safety Plans Unfunded Actuarial Accrued Liability (UAAL) with the California Public Employees Retirement System (CalPERS) in the amounts of \$8 million and \$9.8 million, respectively. Interest rates on the bonds range between 5.67% and 6.12% and payments are due on June 1 and December 1 of each year. Principal payments are due on June 1 of each year. The bonds mature on June 1, 2036. The bonds are obligations of the city and are payable from legally available funds.

Hamilton Tax Allocation Bonds

On February 2, 2005 the Redevelopment Agency issued \$24.835 million (Agency) and \$9.52 million (Housing) of Hamilton Field Redevelopment Project Tax Allocation Bonds (TAB), Series 2005 and Series A. These bonds paid the obligation incurred by the agency under an owner participation agreement with respect to the project area. The bonds are payable from and secured by tax increment revenues allocated to the agency from the project area. The bonds mature in 2035.

The Redevelopment Agency issued an additional \$17 million of Hamilton Tax Allocation Bonds on March 24, 2011. These bonds repaid obligations incurred by the agency to the City of Novato's general fund. The bonds, which mature in 2040, are payable from and secured by tax increment revenues.

Capital Leases

On June 28, 2004, the city entered into a site and facility lease agreement with the City of Novato Public Finance Authority (authority) for the lease of the corporation yard (property) to the authority, for the consideration of a lump sum payment of \$1.745 million made by the authority to the city, which enabled the city to finance improvements to the property and to pay certain related costs. The authority (lessor) leased the property back to the city (lessee) and the city has been making semi-annual lease payments to the authority, for its use and occupancy of the property.

The city entered into a five-year capital lease with Dell Computer Corporation in January 2008 to replace outdated servers and desktop systems with new equipment utilizing up-to-date and more

uniform technology, both hardware and software. The lease provided for replacement after three years and allowed the city to obtain the equipment without the capital outlay necessary if the equipment had been purchased. Lease payments were \$59,333 annually. The final payment on the lease was made in December, 2012.

In March 2009, the city approved zero interest lease financing of Clean Renewable Energy Bonds (CREBs) to install solar systems at three city-owned buildings (Margaret Todd Senior Center, Teen/Gymnastics Center, and Corporation Yard). The principal amount of the bonds is \$1.533 million. Annual repayment is \$113,315, commencing in December 2009.

In-Substance Defeased Debt Outstanding

There was no aggregate in-substance defeased debt outstanding at June 30, 2013.

At June 30, 2013, accrued compensated absences totaled \$1,590,526 and are recorded in the general long-term debt account group.

In 1994, the Redevelopment Agency entered into a \$9 million promissory agreement with HNH Associates for the construction and financing of certain on-site and off-site public improvements of the Vintage Oaks Retail Complex. The promissory note bears interest of 8.525% per annum and matures in the current fiscal year. Payments consist of two semi-annual installments which began in 1994 and end in June 2014. The payments are financed by the property tax increments generated by this retail complex.

In 1999, the city agreed to pay approximately \$2.1 million toward the purchase of a new countywide radio system as part of the Marin Emergency Radio Authority (MERA), which police and Public Works staff are using. Annual bond payments of approximately \$247,000 will be due for 20 years.

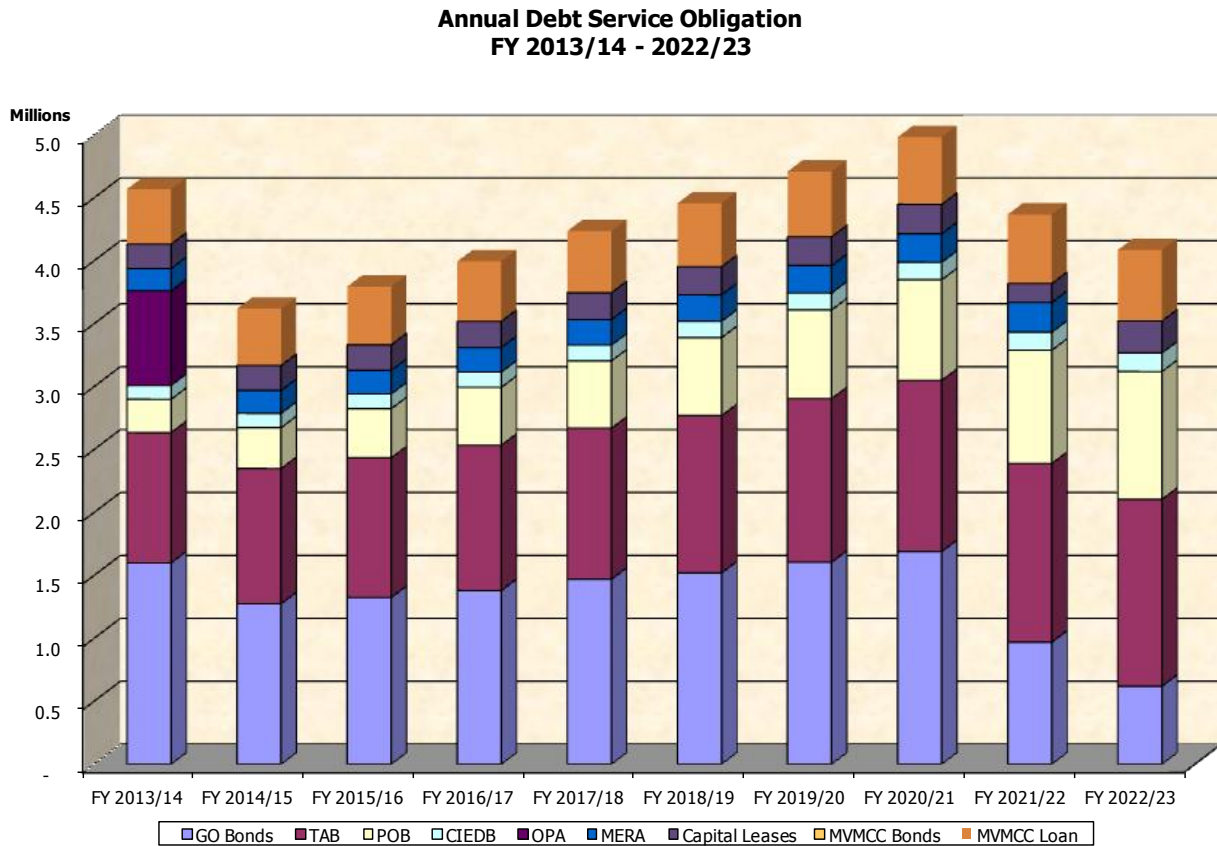
On March 1, 1997 the California Local Government Financing Authority (CLGFA) issued Senior Revenue Bonds, Series 1997A in the amount of \$15.485 million and Subordinate Revenue Bonds, Series 1997 in the amount of \$1.585 million for the benefit of the Novato Financing Authority. The proceeds were used to permanently finance the acquisition of certain real property constituting the Marin Valley Mobile Country Club Park and any structures, site improvements, facilities and fixtures on the site. The real property served as collateral for the promissory note. The subordinate note was paid off in 2009. The city subsequently assumed ownership of the property from the NFA.

During FY 2012/13, the city refinanced the remaining balance on the Senior Bonds with a \$7.9 million 15-year loan from Bank of Marin, at a fixed interest rate of 2.805%. The proceeds of the loan and cash reserves that had been required by the 1997 Bond indenture were used to refund the bonds and pay associated costs.

This information was taken from the Consolidated Annual Financial Report (CAFR) of the City of Novato. For further information regarding the City's accounting and debt management practices, please consult that document.

Annual Debt Service

The following chart illustrates the annual debt service obligations for the next 10 years.



Special Assessment Bonds

The city acts as a collecting agent for certain special tax bonds. The city is not obligated in any manner for the special assessment debt, and is in no way liable for the repayment. The city collects the assessment revenue and delivers the appropriate funds to the bond escrow agent. Following is a list of the bonds:

Bond Description	Balance at June 30, 2013
Golden Gate Plaza, Assessment District No. 93-1	\$1,150,000
Vintage Oaks Public Improvements, Community Facilities District No. 1	\$17,715,000
Hamilton Field, Community Facilities District No. 1994-1	\$15,990,000
Pointe Marin, Community Facilities District No. 2002-1	\$10,410,000



Debt Limit

Under California State law, the city has a legal debt limit not to exceed 15% of the total assessed valuation of taxable property within city boundaries. Within the meaning of California Government Code, section 43605, only the city's general obligation bonds are subject to this debt limit. The table below summarizes the city's debt limit margin.

Computation of Debt Limit Margin
Fiscal Years 2010/11 through 2013/14

	2010/11	2011/12	2012/13	2013/14
Total Assessed Valuation	\$8,462,449,724	\$8,404,199,731	\$8,278,270,339	\$8,496,569,938
Debt Limitation (15% of Assessed Valuation)	1,269,367,459	1,260,629,960	1,241,740,551	1,274,485,491
Less GO Bonds Outstanding	21,650,000	19,930,000	18,105,000	16,155,000
Legal Debt Margin	1,247,717,459	1,240,699,960	1,223,635,551	1,258,330,491

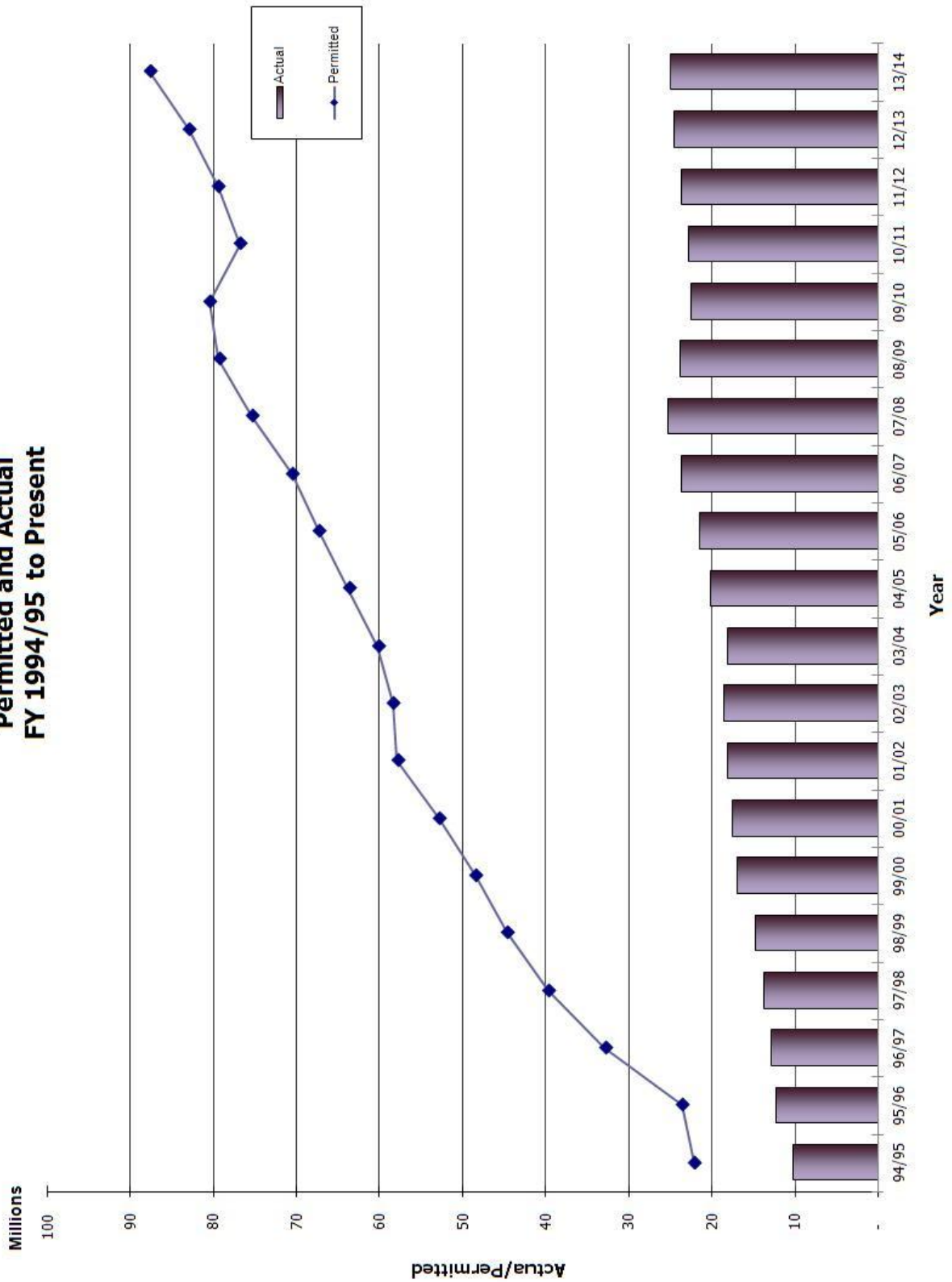
"Gann" Appropriations Limit

In November 1979, the voters of the State of California approved Proposition 4, commonly known as the "Gann Initiative". The Proposition created Article XIII B of the State Constitution, placing certain limits on the amount of revenue that can be appropriated each fiscal year. The limit is based on actual appropriations during the 1978/79 fiscal year. Only revenues that are considered to be "Proceeds of Taxes" are subject to the limit. The limit is recalculated each fiscal year based on certain inflation and population growth factors. Proceeds of taxes can, however, be spent on several types of appropriations that do not count against the limit, including voter approved debt, the costs of complying with court orders and Federal mandates, and expenditures for qualified capital outlays. The table below lists budgeted revenues that comprise "Proceeds of Taxes" for purposes of ensuring that the city will not exceed its legal appropriation limit.

Proceeds of Taxes	FY 13/14
Real Estate Property Tax	\$5,597,280
Property Tax in Lieu of Sales Tax	2,149,755
Property Tax in Lieu of MVLF	3,887,613
ERAF Refund	1,208,828
RDA Property Tax Increment	155,209
In-Lieu Property Tax - MVMHCC	69,660
Unsecured Property Taxes	125,927
Supplemental Property Taxes	87,125
Real Property Transfer Tax	215,224
Sales Tax	6,388,143
Hotel Tax	1,217,128
Business License Tax	842,570
Franchise Tax	1,486,165
Residential Development Tax	4,000
Secured Homeowners Exemption	37,408
Gas Tax	1,553,120
Total Proceeds from Taxes	\$25,025,155

For FY 2013/14 the city's appropriation limit is \$87,603,699, an increase of \$4,615,398 from the prior year's limit of \$82,988,301. The city's tax proceeds are estimated to be \$25,025,155 for FY 2013/14. Currently, the city is at 30% of its limit and therefore will not exceed the appropriation limit in the near future. The table that follows identifies the city's legal appropriation limit as required by Proposition 4 compared to actual appropriations for the fiscal years shown.

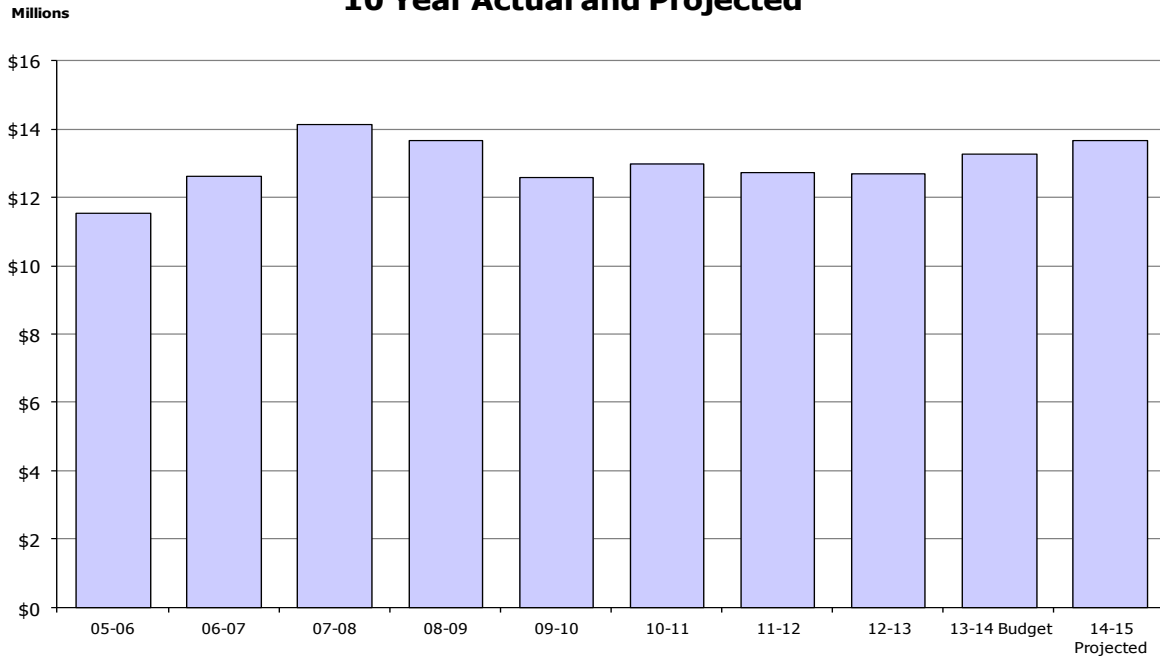
Gann Appropriations Limit Permitted and Actual FY 1994/95 to Present



General Fund Revenue

Property Taxes

**Property Tax Revenues
10 Year Actual and Projected**



Description: Property Tax is imposed on real property (land and permanent improvements) and tangible personal property (furniture, fixtures and equipment). The general tax levy rate is 1% of assessed value, adjusted by an annual inflation factor not to exceed 2%. Property in the State of California is generally reassessed only upon change of ownership. Property in Novato is assessed by the Assessor for the County of Marin, except for certain public utility property, which is assessed by the State Board of Equalization. Cities and other local agencies, such as schools, special districts, and the County of Marin share in the countywide property tax pool for purchases made within the county, but not within a specific jurisdiction.

Overview: Approximately 19% or \$5.6 million of the city's General Fund revenue is derived from local property taxes. The Property Tax is a major source of revenue for critical city services such as police, public works, recreation and parks. Prior to the passage of Proposition 13 in 1978, property tax revenues accounted for approximately 27% of all General Fund revenues. Other revenues have been used to augment the decrease in this revenue source.

As a result of two State legislative actions, Proposition 57 (also known as the Triple Flip) and the Vehicle License Fee Swap (VLF Swap), property tax revenues increased and sales tax and vehicle license fee revenues decreased beginning in FY 2004/05. The passage of Proposition 57 reduced the city's sales tax revenue by .25% and replaced it with an equal amount of property tax revenue. The VLF Swap permanently reduced vehicle license fees from 2% to .67% and replaced the resultant revenue loss with an equal amount of property taxes. For FY 2013/14, property tax revenue relating

to replaced sales tax and VLF is projected to be \$6 million. The chart above reflects property tax revenues after the passage of Proposition 57. The city also receives excess ERAF (Education Revenue Augmentation Fund) from the county based on property taxes shifted from the city to the state. Based on increases in the ERAF shift for FY 2005/06, the city's excess ERAF (refund) has more than doubled.

Until FY 2011/12, the city's Redevelopment Agency was receiving tax increment revenue based on increases in property value as a result of redevelopment projects in three project areas in Novato: Vintage Oaks, Downtown, and Hamilton. By agreement with the County of Marin, 1% of the property value over a base amount was allocated to the Redevelopment Agency. This allocation was reduced by a required distribution of 20% to the Housing Set Aside Fund and 25.2% to other taxing agencies as pass through amounts. With the elimination of redevelopment agencies by the state in June 2011, the city's revenue from RDA property taxes is now limited to an amount equivalent to annual debt service payments and other enforceable obligations.

The city benefited from increased property taxes during the first half of the last decade with the sales and revaluation of homes in Novato. However, with the economic recession and collapse in the housing market in 2007, property tax revenues declined, although they have stabilized and are now starting to increase. The city continues to suffer from the impacts of property tax shifts from the state. Beginning in the early 1990s, the state began a permanent transfer of property tax revenue (ERAF) from cities to school districts to make up for the state's failure to meet its legal obligation to fund education. This has resulted in a cumulative loss to the city of over \$10 million.

Outlook: With recent improvements in the local housing market, property tax revenue is expected to increase approximately 2% in FY 2013/14, with continued modest improvements over the next few years.

For every dollar of Property Tax paid in Novato...

- ❖ \$0.30 goes to the Novato Unified School District
- ❖ \$0.16 goes to the County of Marin
- ❖ \$0.15 goes to the State of California
- ❖ \$0.14 goes to the Novato Fire Protection District
- ❖ \$0.07 goes to the College of Marin
- ❖ \$0.07 goes to the City of Novato

Remaining 11 cents split among...

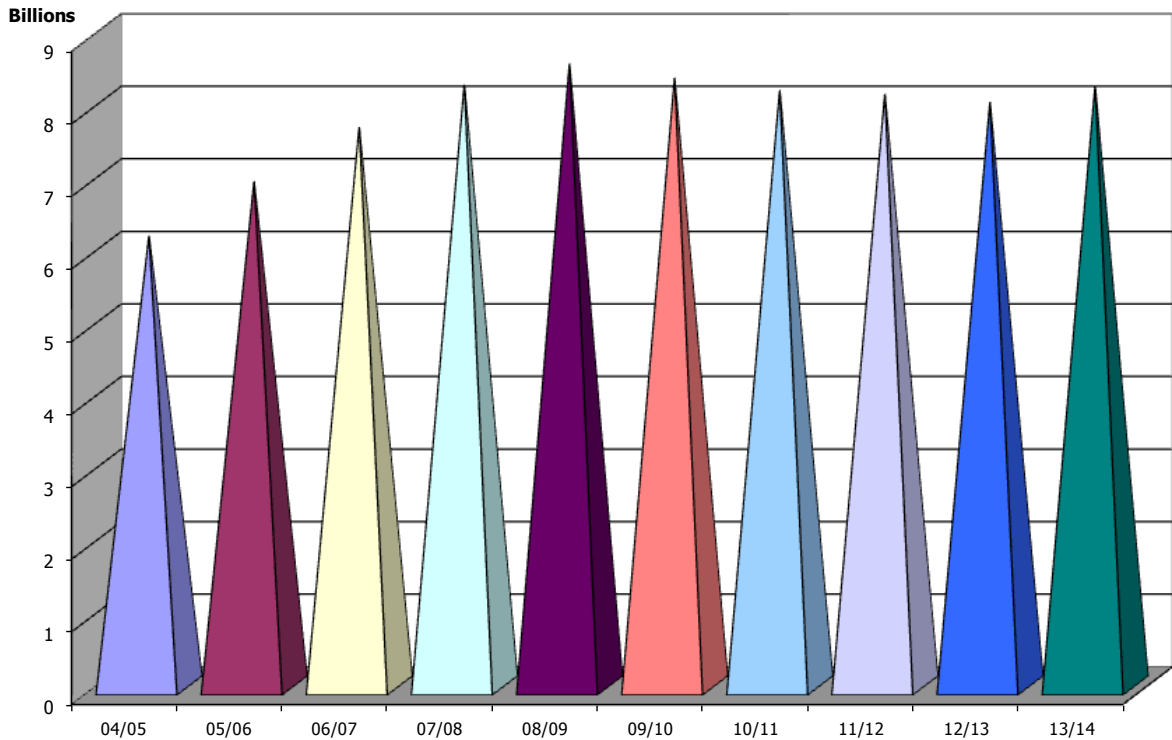
- | | |
|--|------------------------------------|
| ❖ Marin County Free Library | ❖ Novato Sanitary District |
| ❖ Flood Control Zone 1 | ❖ North Marin Water District |
| ❖ Marin County Open Space District | ❖ Marin County Office of Education |
| ❖ Marin/Sonoma Mosquito and Vector Control | ❖ Marin County Transit |
| ❖ Bay Area Air Quality Management District | |

Assessed Valuation

The County Assessor of Marin County assesses all real and personal property in the City of Novato for tax purposes except public utility property, which is assessed by the State Board of Equalization. California law exempts \$7,000 of the assessed valuation of an owner occupied dwelling. Effective with the 1980/81 fiscal year, state law has also exempted 100% of the value of business inventories from taxation, rather than 50% as in prior years. The law provides for reimbursements to local agencies based on their share of the revenues derived from the application of the maximum tax rate applied to business inventories in the 1979/80 fiscal year, with adjustments to reflect increases in population and the consumer price index. The chart below provides a graphical representation of the changes in the city's real property assessed valuation over the past ten years.

Revenue estimated to be lost to local taxing agencies due to such exemptions is reimbursed from state sources. Such reimbursement is based upon total taxes due upon such exempt values and is not reduced by any amount for estimated delinquencies. The chart below and the tables on the following page present the city's 2013/14 net taxable valuation and the amount of reimbursable exemptions by assessment roll and a ten-year history of (secured) assessed valuations.

Assessed Valuation FY 2004/05- 2013/14





CITY OF NOVATO
2013/14 Assessed Valuation

<u>Secured</u>	<u>Unsecured</u>	<u>Total</u>
\$8,269,652,441	\$226,917,497	\$8,496,569,938

CITY OF NOVATO
Ten-Year History of (Secured)
Assessed Valuations

Fiscal Year	Assessed Valuation	Percentage Change
2004/05	6,199,969,092	9.7%
2005/06	6,954,982,129	12.2%
2006/07	7,699,711,806	10.7%
2007/08	8,285,025,846	7.6%
2008/09	8,574,747,252	3.5%
2009/10	8,378,406,297	(1.4%)
2010/11	8,208,497,925	(2.0%)
2011/12	8,154,594,968	(0.7%)
2012/13	8,042,706,925	(1.4%)
2013/14	8,269,652,441	2.8%

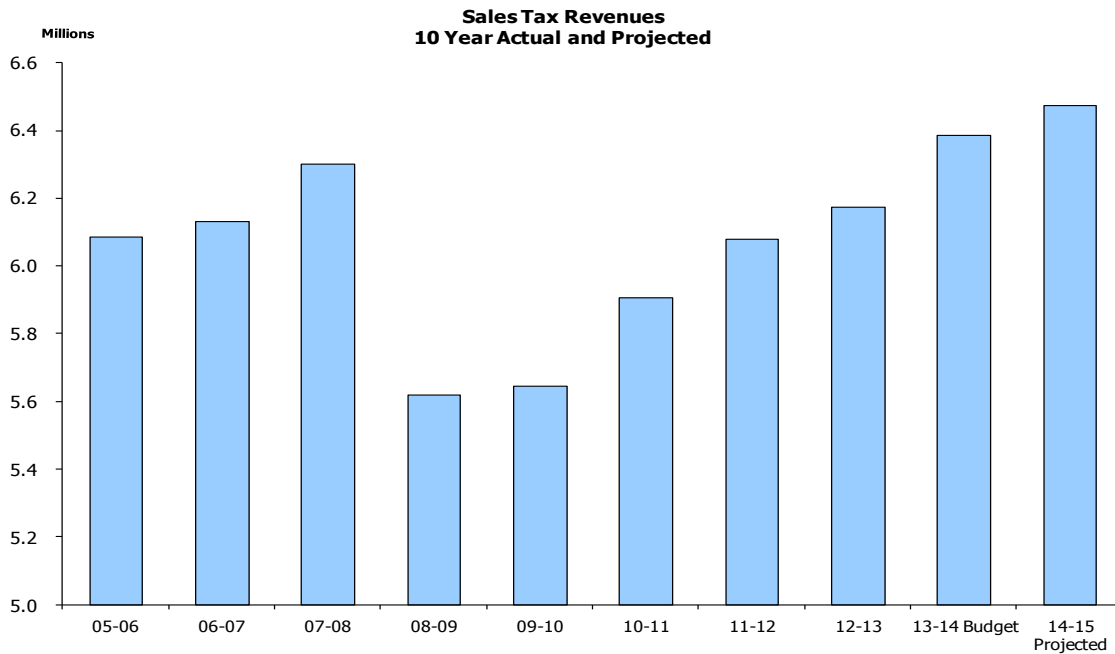
CITY OF NOVATO
Source of Net (Secured) Assessed Valuation
In 2013/14 by Type of Property

Type of Property	2011/12 (Secured) Assessed Valuation	% of Total
Single-Family Unimproved Lots	\$25,852,321	0.31%
Single-Family Homes	6,269,677,718	75.82%
Multi-Family Homes & Lots	418,345,441	5.06%
Rural and Agricultural	147,680	0.00%
Industrial Unimproved	1,442,069	0.02%
Industrial Improved	284,498,172	3.44%
Commercial Unimproved	41,513,031	0.50%
Commercial Improved	1,225,832,582	14.82%
Other	2,343,427	0.03%
TOTAL	\$8,269,652,441	100.00%

Source: Marin County Assessor's Office

Sales Taxes

Description: Sales and Use tax is imposed on most retail transactions. The sales tax rate in the County of Marin is 8.5%. Of this, 0.75% is allocated for city and county general operations, 0.25% to the county Transportation Fund, 0.50% for countywide street improvements, 0.25% to the Sonoma Marin Area Rail Transit, 0.25% to the Marin Parks Fund, and 6.5% to various state funds. In addition to the 0.75% sales tax allocation, the City, along with all municipalities in California, receives an additional 0.50% designated for Police services, following voter-approval of Proposition 172 in 1993.



Following a declaration of fiscal emergency by the City Council in July, 2010, Novato voters approved a half cent, five year general sales tax measure (Measure F) in November 2010 that is generating approximately \$4.4 million annually in additional sales tax. This revenue is accounted for in a separate fund and is being used for specific, council-approved expenditures that fall within the parameters outlined in the ballot language: “to offset/prevent additional budget cuts, and to maintain/restore vital city services”. The Measure F revenue is not included in the chart above.

Overview: With the passage of Proposition 57 (the triple flip) in March 2004, the state shifted 25% of the city’s sales tax allocation to the state to pay for recovery bonds. The sales tax take-away was replaced with an equal amount of property taxes. In FY 2011/12, this amount equated to \$1.8 million. Sales tax revenue (excluding the triple flip) is expected to account for \$6.5 million, or 22% of all General Fund revenues for FY 2013/14.

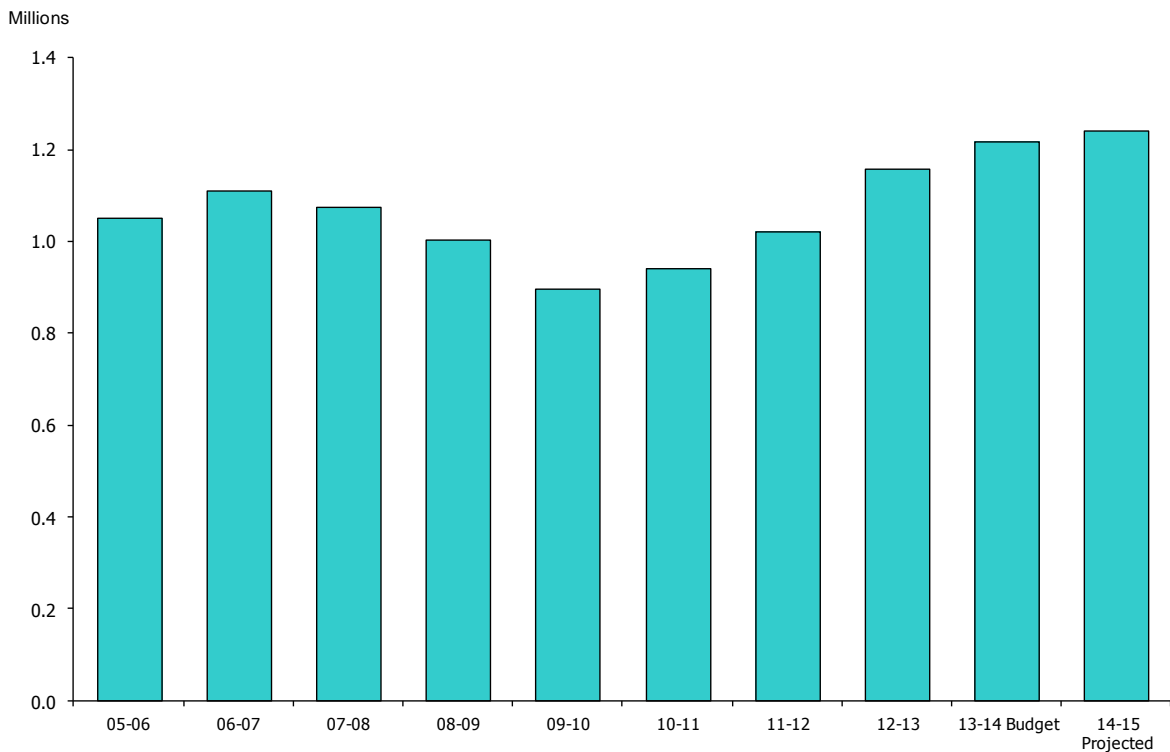
Outlook: Sales tax revenue started to improve in FY 2009/10 as the economy began to climb out of recession. New retail in Novato also assisted with this positive trend. Increasing Internet sales has been a concern, as a majority of these transactions have not been subject to California sales tax. Following action by the state legislature requiring all online vendors to collect sales tax on items being delivered within California, the city has now begun receiving sales tax from Internet sales.

Hotel Tax

Description: The Hotel (or Transient Occupancy) Tax is imposed on occupants of hotels, inns, motels and other lodging facilities for occupancy of 30 days or less. The tax is applied to a customer’s lodging bill. Taxes are remitted quarterly for all approved lodging operators in the City of Novato.

Overview: The current hotel tax rate is 12%. In 1997, the tax was raised by voter approval from 8% to 10%. The tax was increased in 2004 (1% increase) and 2011 (additional 1%), that goes directly to help support tourism efforts throughout Marin County. From the remaining 10%, 1% is remitted to the Novato Chamber of Commerce to support tourism and convention trade within Novato. The other 9% is used by the city for general purposes. This tax revenue grew significantly in the late 1990s with the opening of a Courtyard by Marriott in early 1999 and the annexation into the city limits of the Days Inn located in northern Novato. Projected hotel tax revenue for FY 2013/14 is \$1.2 million, of which \$124,000 is allocated for tourism and convention trade programs.

Hotel Tax Revenues
10 Year Actual and Projected



Outlook: Following steady growth in the early 2000s, hotel taxes peaked in FY 2006/07, then began declining as the economy entered into recession in late 2007. This revenue source began to grow again in FY 2010/11 as the overall economy improved and saw its largest increase in FY 2012/13 as the economy, overall demand, and room rates increased. Hotel Tax is projected to increase approximately 2% annually over the next few years.

Other Taxes

Description: The city receives tax revenue from other sources including business licenses and franchises. The city charges specific taxes on businesses in Novato depending on their type and number of employees. The city also receives franchise tax revenue from Pacific Gas and Electric (PG&E), Comcast Cable Corporation, AT&T, and Horizon Cable TV Inc.

Overview: Franchise fees are 5% of gross revenues. Cable franchise fees are estimated to be \$895,000 for FY 2013/14; PG&E franchise fees are estimated at \$590,000, an increase of 2% for both. Business license taxes generate between \$830,000 and \$850,000 annually.

Outlook: Revenues from franchise fees are expected to show modest annual increases over the next few years. Business license revenue is increasing due to a planned increase in the tax amounts to remain in compliance with the city's Business License Ordinance. The Ordinance specifies that license amounts should go up every year by the Consumer Price Index (CPI), which the city has not actually implemented for the past ten years. This year the city will begin a 3-year phase-in period of raising the license tax to bring the cost current with the level of the CPI.

Licenses and Permits

Description: This revenue comes to the city from a variety of licenses and permits. The largest sources of this revenue are from issuance of building permits, building plan check fees, encroachment and grading permits and resale inspection fees.

Outlook: Construction in Novato has slowed as the city is approaching build-out on the remaining parcels available for development. In addition, the economic recession and tight credit markets had a negative impact on developers' ability to move forward with construction projects over the past several years. With the economy recovering and signs of improvement in credit markets, construction spending is increasing on both residential and non-residential projects. This revenue source is expected to show a modest increase in FY 2013/14 and the next few years as homeowners make improvements to their properties and other planned projects are built.

Fines, Forfeitures and Penalties

Description: The city receives revenues in this category primarily from vehicle code fines, parking citations, and penalties associated with building permits. As part of its budget act a number of years ago, the state diverted 50% of cities' vehicle code fines to state uses.

Outlook: Beginning in FY 1998/99, the state returned these vehicle code fines to cities. In addition, cities for the first time began receiving revenue derived from individuals attending traffic school. Vehicle code fines increased 14% to \$400,000 in FY 2012/13, partially as a result of several traffic safety grants awarded to the Police Department that supported additional traffic safety checkpoints throughout the year. As this type of grant is considered one-time funding and may not be available in future years, this revenue source is not expected to increase at this level in FY 2013/14 or in the following years.

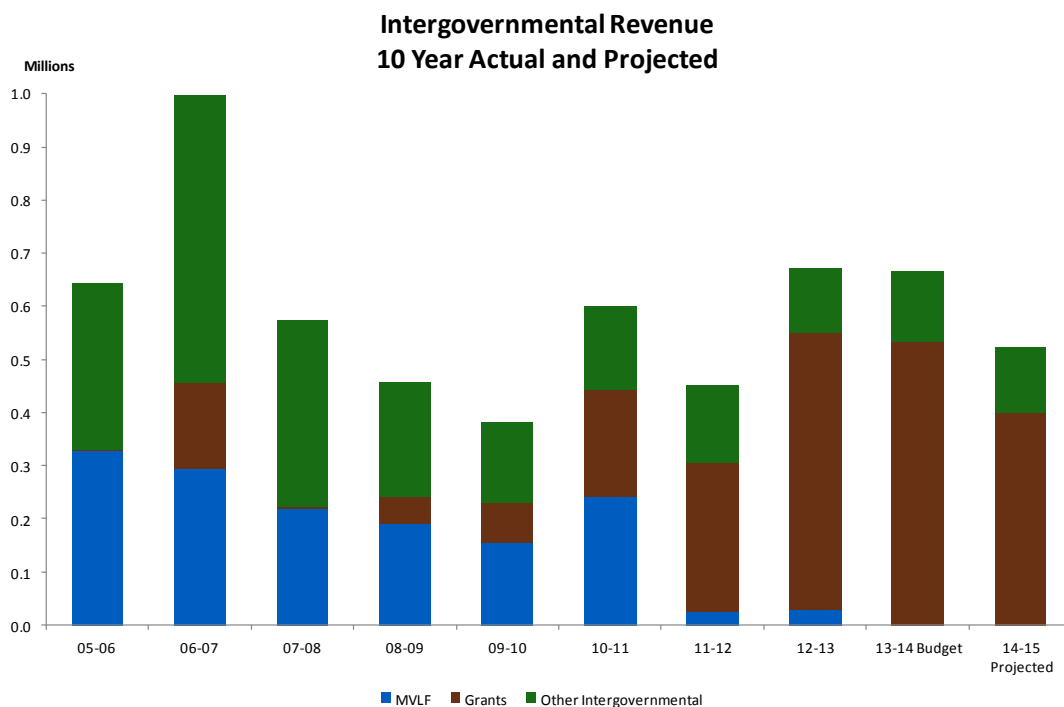
Revenue from Use of Money and Property

Description: The city is able to generate income from its current assets. This includes interest earned on investments, land and facility rental within the city.

Outlook: The city’s investment portfolio continues to perform above the state investment pool. Due to the reduction of the federal funds rate to between 0.0% and 0.25%, income on the city’s portfolio is predicted to remain fairly flat for the next few years. Revenues from facility rentals are also expected to remain flat.

Revenue from Other Agencies (Intergovernmental)

Description: The General Fund receives revenues from other cities, the County of Marin, the State of California, and the federal government. The largest of these revenues currently is from grants, budgeted at \$535,000 for FY 2013/14. Other revenues are from abandoned vehicles, peace officer training reimbursements, and payments from various other public sector entities.



Overview: Until 1998, the largest source of funds in this category was Motor Vehicle in Lieu (MVLF) Tax, which was assessed at 2% of a vehicle’s value. At that time, the MVLF was reduced in two stages to 0.65%. The state backfilled the resulting loss of local revenues until 2005, when, following the passage of Proposition 1A (Local Government Agreement), the state discontinued the backfill and the city, instead, began receiving additional property tax revenues to compensate (known as the VLF Swap). MVLF revenues declined over the next few years until, as a result of a trailer bill that was approved as part of the state’s FY 2011/12 budget, cities are no longer receiving MVLF funds to support general operations, other than through the VLF Swap and state COPS grants.

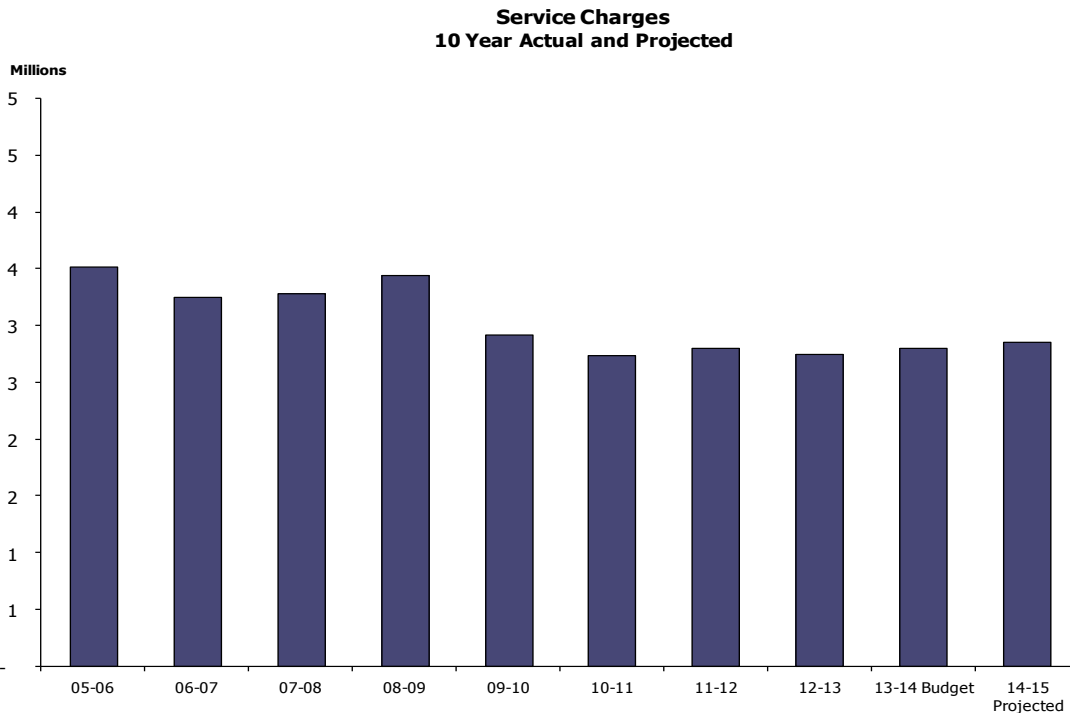


Outlook: As this revenue source is now largely comprised of grants, which are generally tied to specific programs and cover predetermined time periods, it is difficult to project the outlook of these funds further than the expiration of current grants. One grant that is scheduled to end in FY 2013/14 is a County of Marin Health and Human Services (HHS) grant that has been providing funds to pay for staff time and operating expenses in support of community-based coalition efforts to reduce youth access to, and use of, alcohol and other drugs. Another grant scheduled to end this fiscal year is the federally-funded Coordination of Probation Enforcement (COPE) grant, which has provided funding for a police officer for the past four years to assist the Marin County Sheriff’s Department in ensuring that high-risk narcotics offenders are leading law abiding lives and to assist the county’s task force with their narcotic investigations.

Other Charges and Revenues

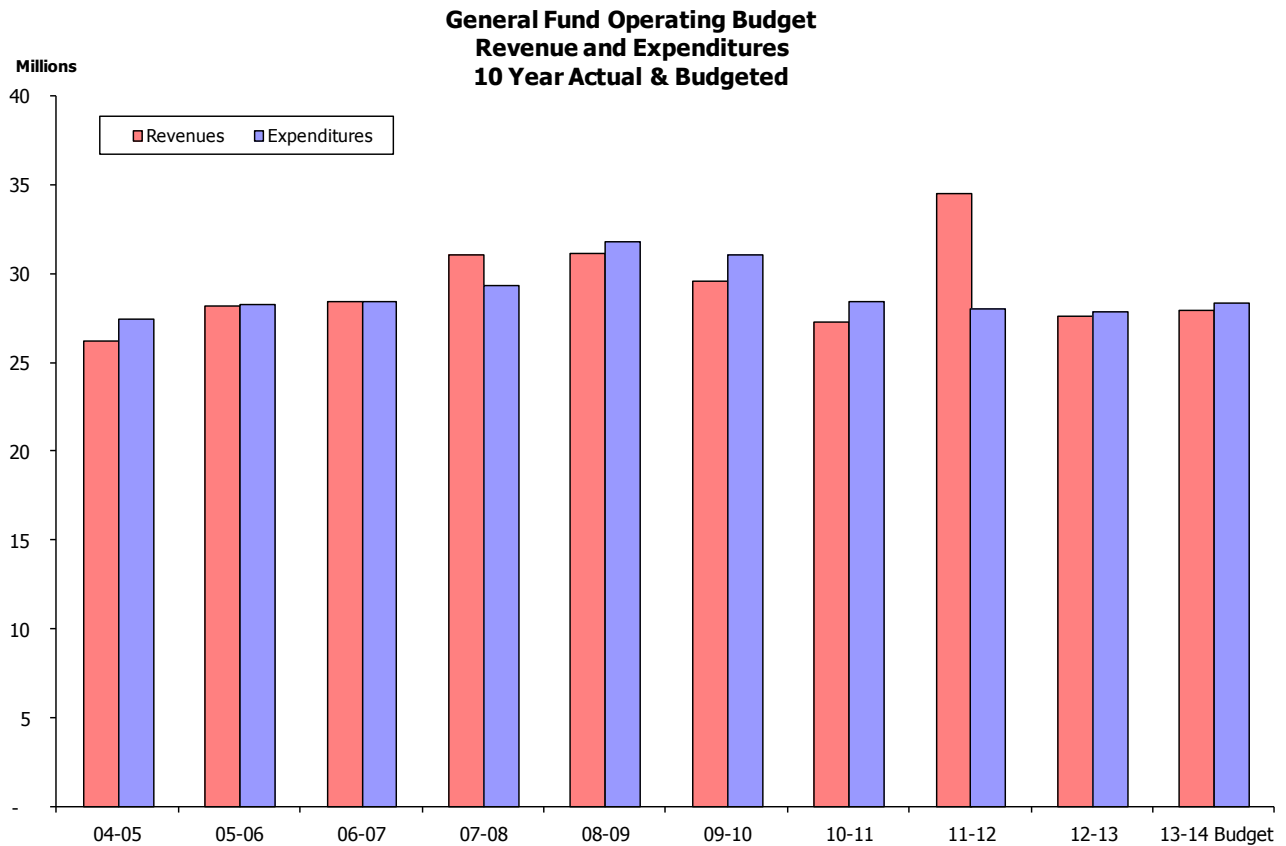
Description: These miscellaneous charges include recreation fees, business license application fees, planning and engineering-related fees and sales of publications.

Overview: The two largest components of these charges are for Parks, Recreation and Community Services fees (budgeted for FY 2013/14 at \$1.76 million), and plan check and engineering fees (budgeted at \$375,000). Parks, Recreation and Community Services fees are for classes, team sports and other activities offered by the city. Plan check and engineering fees are assessed on individuals and companies that come to the city requesting land use entitlements for business or residential property. Plan check fees are generally 65% of the associated building permit fee. This fee is reduced to 30% when an outside consultant conducts the plan check. Engineering fees are assessed on review and inspection of private development projects.





Outlook: Revenues from recreation programs declined significantly in FY 2010/11, which continued over the next two years, mainly due to program and staffing reductions, and the overall economy. This revenue source is projected to partially recover in FY 2013/14 as the department has continued to realign programs and staffing to better accommodate community needs. With the downturn in the economy and only minor in-fill development projects, building permit fees have been declining over the past few years. A comprehensive fee study undertaken in FY 2005/06 indicated that many of the city’s fees should be adjusted to more correctly reflect costs incurred in providing the various programs and services. The revised fees were implemented in September 2006 and are updated annually. Despite the revised fees, overall volume has declined, resulting in level or declining revenues. Overall, these revenues are expected to increase slightly in FY 2013/14 due to an improving economy.



Other Fund Revenues

Measure F Sales Tax – In July 2010, City Council declared a fiscal emergency and placed Measure F, a five year, ½ cent local sales tax on the November 2, 2010 ballot. Novato voters passed the measure, and it became effective April 1, 2011. The revenue generated from this additional sales tax will be used to maintain vital city services that would otherwise have to be greatly reduced or eliminated. It will also allow time for the city to make decisions and implement changes in how it conducts business in order to reduce costs, improve revenues and become fiscally sustainable in the long-term.

Gas Tax – In FY 2011/12, Transportation Congestion Relief funds (TCRF) were combined with Gas Tax funds, which are projected to total \$1.5 million in FY 2013/14. Of that total, the City Council has directed that \$817,000 be transferred annually to the general fund for ongoing street maintenance expenditures. The remaining funds are budgeted for CIP street projects. The original component of gas tax funds has fluctuated between \$850,000 and \$950,000 for the past several years, although it is starting to decline; the component that was formerly TCRF has historically been a more unpredictable funding source and is estimated to be approximately \$750,000 this fiscal year. The outlook for gas tax funds is that they will continue to decrease as more hybrid and electric vehicles are sold to replace higher gas usage vehicles.

Affordable Housing Trust – In the past, the Affordable Housing Trust fund received monies from developers as negotiated to assist in providing below market rate housing. This revenue source dried up several years ago. Future ongoing revenues are limited to interest earnings.

Landscape Assessment Districts - Special assessments are collected for the Landscape Assessment Districts in San Marin, Hillside, Wildwood Glen, San Pablo, Downtown, and Scottsdale, which are used for median island landscaping and maintenance in these districts.

Quimby Fees - Subdivision Park Trust or Quimby Fees are in-lieu fees paid by residential subdivision developers. Collected fees are restricted to Parks and Recreation purposes and are to be used to serve residents of the subdivision from which the fees were received. As fees are received, individual capital projects are recommended to Council for funding. As the city has few areas remaining for residential development, this funding source has declined from a high of \$1.4 million in FY 2003/04 as a result of development in Hamilton, to a low of \$35,000 in FY 2011/12. For FY 2013/14 Quimby fees are projected to be \$65,000 as a long-delayed housing development is now under construction.

Chapter 27 - Assessment revenues are used by the city to finance assessment district proceedings, typically to complete missing frontage improvements such as curbs, gutters and sidewalks.

Development Impact Fees - The City of Novato established public facility impact fees by Resolution 89-97 in order to make reasonable provisions for new facilities. As required by the city's General Plan, new development should provide for adequate public facilities and bear its fair share of providing such facilities. Such fees may include charges for drainage improvements, traffic and roadway improvements and other capital improvements such as parks and public buildings. The City Council approved increases to the city's development impact fees in May 2002. These impact fees are projected to be \$800,000 for FY 2013/14. Future projections are somewhat risky since money is not collected until occupancy of a structure. Therefore, projection of impact fees in the CIP budget should generally be recognized as an estimate subject to fine-tuning as the year of construction draws closer.



Clean Storm Water - Novato is a participant in the Marin County Storm Water Pollution Prevention Program. Storm water fees are collected on parcels of land within the City of Novato to fund activities of the clean storm water program. Fees are collected by the county auditor/controller and forwarded to the city. Revenues help fund capital projects that prevent pollutant discharge from entering street and storm drains and flowing into creeks and wetlands. Assessments are projected at \$357,000 for FY 2013/14.

Financial Trends FY 2013/14 through FY 2017/18

Revenues – Ongoing

The city expects that most major revenue sources will remain relatively flat or only increase slightly over the next few years, mainly due to the slow economic recovery.

With the adoption of a redevelopment project area and a Business Improvement District (BID) in the downtown in 1999, additional sales tax revenue has come from downtown businesses, especially since the Grant Avenue improvement project was completed. Several new stores opened on Grant Avenue in the past several years, including Flourchyld Bakery, Rustic Bakery, Five Little Monkeys, and Powell's Candy. Other major retail stores that have moved into the downtown area include Trader Joe's, Whole Foods, and Pharmaca Integrative Pharmacy.

As part of the development agreement for Hamilton Field, a trust fund was established, the interest income of which is used to support city operations. The trust was fully funded in FY 2006/07 and has begun generating income to the city. In FY 2012/13, this amount was \$366,000. Earnings are not expected to increase in FY 2013/14 due to extremely low investment returns but are estimated to start increasing once investment returns start climbing.

City Council recently approved funding for a Shop Local/Novato campaign designed to encourage local residents and businesses to shop in the community, rather than travel to another community to shop. Novato has an estimated \$170 million in annual retail sales leakage, with a resulting loss of approximately \$1.7 million in sales tax revenue. A national survey showed that Shop Local campaigns increase local sales by 7%. If the Shop Local/Novato campaign is successful, ongoing increased sales tax revenue will go far toward reducing the city's structural deficit, as well as benefiting the community as a whole by creating new jobs, as well as supporting civic and religious organizations, local sports programs, schools, and youth and senior activities.

Expenditures - One-Time

The city has been leasing office space since January 2005 and incurring lease expenses of approximately \$700,000 annually to house city employees. Council made a decision in May 2011 to construct an office building on city-owned land in the downtown area with the goal of eliminating the lease payments, when the current lease expires. This project has been under construction for the past year and should be completed in time to allow staff to move into the new offices in late October 2013.

The city is using loan repayments from the Redevelopment Agency to fund this project as well as other projects through the capital improvement program that will be long-term investments in the organization, including technology planning and efficiencies, upgrading certain city facilities, Civic Center master planning, and streamlining and service improvements.

Expenditures – Ongoing

Over a two-year period beginning with the FY 2010/11 fiscal year, as part of the City's effort to eliminate an ongoing structural general fund deficit of \$5 million, reductions were made to all department programs and services. A number of employees took early retirement and several others unfortunately had to be laid off. Staffing was reduced by a total of 34 positions. Despite the reduction

in expenditures resulting from these actions and negotiated agreements with the bargaining units for FY 2012/13 and FY 2013/14, a structural deficit averaging \$400,000 for each of the next five years remains.

In recognition of the city's financial circumstances, all bargaining units agreed to significant concessions for the past several fiscal years. The concessions have not only helped reduce the city's structural deficit, but have also addressed a significant portion of the remaining funding gap. Employees are now contributing 100% of the employee share of retirement benefit costs paid to the California Public Employees Retirement System (CalPERS) that was previously paid in full by the city on behalf of employees. This amounts to 7% for Miscellaneous employees and 9% for Safety employees. Prior to the concessions agreed to for FY 2010/11 and FY 2011/12, the city was paying the employee share of the CalPERS benefit.

Beginning in FY 2013/14, the city will recognize savings of approximately \$500,000 annually due to the completion of the administrative office building. This savings is net of estimated increased custodial, maintenance and utility costs.

The city has seen large increases in payments in several "mandatory" areas in recent years: payment to the County of Marin for animal control services provided by the Marin Humane Society and payments to joint powers authorities for city workers' compensation and general liability insurance coverage. A law passed by the state legislature in 2004 reduced workers' compensation costs to employers, although the rates have begun to increase again. It is therefore unclear at this time how this and other mandatory costs will impact the city's budget in future years.

Another unknown is the ongoing expense of community facilities that the city has inherited at Hamilton as well as the capital costs of new facilities to be developed. Development impact fees and funds generated through the reuse of the Navy housing properties will provide some assistance, but it will be difficult to identify needed funding for these expenses until the facilities are completed.

The issue of \$18 million of Pension Obligation Bonds in June 2006 has reduced the city's annual contribution to CalPERS by approximately \$1.1 million. After debt service payments, the net savings to the city is approximately \$190,000 each year.

Due to the projected increase in expenditures, mostly from mandatory costs, which are only partially offset by some revenue increases, the city's general fund budget for FY 2013/14 has been balanced using reserves.



**Novato per Capita General Revenue Information
June 30, 2011**

Novato was ranked 16th out of 20 cities within Sonoma and Marin Counties, having a per capita general revenue income of \$459.68 for the fiscal year ending June 30, 2011, the most recent year for which this information is available. The average per capita general revenue income for towns and cities within Marin and Sonoma Counties was \$878.94.

Rank	City	Population	General Revenue	Per Capita Gen. Rev.
1	Town of Ross	2,435	4,744,152	1,948.32
2	City of Belvedere	2,083	3,934,113	1,888.68
3	City of Sausalito	7,116	10,748,342	1,510.45
4	Town of Corte Madera	9,322	14,044,681	1,506.62
5	City of Mill Valley	14,064	17,619,794	1,252.83
6	City of Larkspur	12,014	11,503,470	957.51
7	Town of San Anselmo	12,426	11,873,075	955.50
8	City of Sonoma	10,711	9,924,800	926.60
9	City of San Rafael	58,136	47,389,299	815.15
10	Town of Fairfax	7,497	5,649,590	753.58
11	City of Tiburon	9,031	6,396,889	708.33
12	City of Sebastopol	7,423	4,944,258	666.07
13	City of Healdsburg	11,475	6,394,030	557.21
14	City of Santa Rosa	168,856	87,146,243	516.10
15	City of Rohnert Park	41,194	20,865,166	506.51
16	City of Novato	52,311	24,046,518	459.68
17	City of Cotati	7,308	3,323,198	454.73
18	City of Petaluma	58,319	26,388,548	452.49
19	Town of Windsor	26,936	11,151,845	414.01
20	City of Cloverdale	8,665	2,846,327	328.49

Source: State Controller's Report



City of Novato Revenue & Expenditures - Comparison of Cities

Source: 2010/2011 State Controllers Report

	Novato		Petaluma		Rohnert Park		San Rafael	
	City Total	\$ per Capita	City Total	\$ per Capita	City Total	\$ per Capita	City Total	\$ per Capita
Population	52,311		58,319		41,194		58,136	
Net Assessed Value	\$8,363,163,510	\$ 159,874	\$7,383,300,073	\$126,602	\$3,720,603,038	\$90,319	\$10,034,941,537	\$172,611
City Revenue								
Taxes	\$26,384,657	\$504	\$28,644,984	\$491	\$17,574,394	\$427	\$47,634,029	\$819
Assessments	762,806	15	-	\$0	528,204	\$13	6,143,823	\$106
Licenses & Permits	680,688	13	814,876	\$14	267,962	\$7	1,219,814	\$21
Fines & Forfeitures	543,487	10	1,130,161	\$19	166,763	\$4	862,821	\$15
Use of Money & Property	3,591,543	69	763,831	\$13	1,144,059	\$28	316,462	\$5
Intergovernmental	4,406,610	84	8,533,005	\$146	2,308,503	\$56	5,077,132	\$87
Current Service Charge	4,531,464	87	40,399,220	\$693	22,257,663	\$540	17,324,898	\$298
Other Revenues	1,560,926	30	342,481	\$6	2,334,009	\$57	1,400,257	\$24
Other Financing Sources			22,657,444					
TOTAL REVENUES	\$42,462,181	\$812	\$103,286,002	\$1,383	\$46,581,557	\$1,131	\$79,979,236	\$1,376
City Expenditures								
General Government	\$7,406,016	\$142	\$2,826,017	\$48	\$5,105,284	\$124	\$7,724,835	\$133
Public Safety	13,300,463	\$254	26,395,160	\$453	15,857,967	\$385	43,491,908	\$748
Transportation	7,687,289	\$147	14,235,369	\$244	986,971	\$24	12,456,447	\$214
Community Development	3,896,359	\$74	2,949,600	\$51	1,599,479	\$39	5,264,364	\$91
Health	----	----	54,449,460	\$934	15,700,142	\$381	----	----
Culture & Leisure	5,913,265	\$113	5,197,497	\$89	3,504,465	\$85	12,897,998	\$222
Public Utilities	----	----	10,765,464	\$185	4,722,301	\$115	----	----
TOTAL EXPENDITURES	\$38,203,392	\$730	\$116,818,567	\$2,003	\$47,476,609	\$1,153	\$81,835,552	\$1,408



Employee Compensation and Benefits

The City of Novato's employees are represented in the following bargaining units:

- Unit A: Novato Police Managers Association (police managers)
- Unit B: Novato Police Officers Association (police corporals and police officers)
- Unit C: SEIU Local 1021 (middle managers)
- Unit D: SEIU Local 1021 (general employees)
- Unit E: Western Council of Engineers (engineers)
- Unit F: Confidential Employees (management analysts and executive staff)
- Unit G: Exempt Management Employees (department directors and division managers)
- Unit H: Novato Police Civilian Employees Association (dispatchers, records specialists, and evidence technician)

Benefit summaries for each bargaining unit are shown in the table on the following page.



Community Profile

Employee Compensation & Benefits

Bargaining Unit Benefit Summary (monthly, except where indicated)

Benefit Type	Unit A	Unit B	Unit C	Unit D	Unit E	Unit F	Unit G	Unit H	
Fringe (medical/dental)	\$830-850	\$885-1,240	\$905-925	\$1,030-1,050	\$980-1,000	\$955-975	\$1,005-1,025	\$1,005-1,025	
Fringe (employees hired after 8/25/10)	Cost of medical/dental premiums up to maximum for unit or \$250 per month if employee doesn't take medical benefit								
PERS Retirement-Tier 1	22.010%	22.010%	12.698%	12.698%	12.698%	12.698%	12.698%	12.698%	
PERS Retirement-Tier 2 (hired after 9/25/11)	20.774%	20.774%	12.698%	12.698%	12.698%	12.698%	12.698%	12.698%	
PERS Retirement-PEPRA 3 (new members after 1/1/13)	11.500%	11.500%	12.698%	12.698%	12.698%	12.698%	12.698%	12.698%	
PERS 4th Level Survivor	\$4	\$4	\$4	\$4	\$4	\$4	\$4	\$4	
Long-Term Disability	\$22.44								
Life Insurance				\$10	\$10	\$10	\$10	\$20	
Bilingual Pay	5%								
Longevity Pay @ 10, 15, 20 yrs	5%	5%							
Tuition Reimbursement			\$150/fy	\$150/fy	\$150/fy	\$750/fy	\$150/fy	\$150/fy	
Educational Incentive Pay-Level 1			\$25	\$20	\$20	\$50	\$20	\$20	
Educational Incentive Pay-Level 2			\$45	\$40	\$40	\$75	\$40	\$40	
Educational Incentive/Degree Pay-AA	3%								
Educational Incentive/Degree Pay-BA/BS	4%								
Educational Incentive/Degree Pay-MA/MS	5%								
Certificate Pay-POST Intermediate	2%								
Certificate Pay-POST Advanced	4%								
Specialty Assignment Pay: Investigations; Task Force; K-9; Traffic; FTO	2% (each/ max 5%)								
Performance Pay								\$3,000/dept heads \$2,000 non-dept heads	
Uniform Allowance	\$60	\$60		\$305 annual/maint staff; \$120 annual/maint clerk	\$70 annual/inspectors safety boots				
Post Retirement Medical	\$150	\$100					\$100-dept heads only		
Call Back minimum (except when preceding shift)	2 hrs	2 hrs		4 hrs	4 hrs	2 hrs		2 hrs	
Standby	1 hr. per each 8 hrs. or portion (srg. only)	1 hr. per each 8 hrs. or portion		1 hr. per each 8 hrs. or portion	1 hr. per each 8 hrs. or portion	1 hr. per each 8 hrs. or portion		1 hr. per each 8 hrs. or portion	
Vacation Accrual-Annual	80-176 hrs	80-176 hrs	80-184 hrs	80-184 hrs	80-184 hrs	80-184 hrs	2 wks-Year 1 3 wks-Years 2-4 4 wks-Year 5 on	80-184 hrs	
Vacation Accrual Limit	320 hrs	320 hrs	270 hrs	270 hrs	270 hrs	270 hrs	270 hrs (excess paid off)	270 hrs	
Optional Vacation Buy Back	80 hrs/yr	40 hrs/yr	40 hrs/yr		40 hrs/yr	40 hrs/yr	80 hrs/yr	40 hrs/yr	
Holidays	12/yr	12/yr	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)	13/yr (incl. 2 floating)	
Holiday Pay in Lieu	120 hrs/yr	104 hrs/yr							110 hrs/yr or 137.50 hrs/yr (dependent on schedule)
Sick Leave	96 hrs/yr	96 hrs/yr	104 hrs/yr	104 hrs/yr	104 hrs/yr	104 hrs/yr	96 hrs/yr	120 hrs/yr	
Administrative Leave	120 hrs/yr		90 hrs/yr				90 hrs/yr	90 hrs/yr	



Community Profile Employee Compensation & Benefits

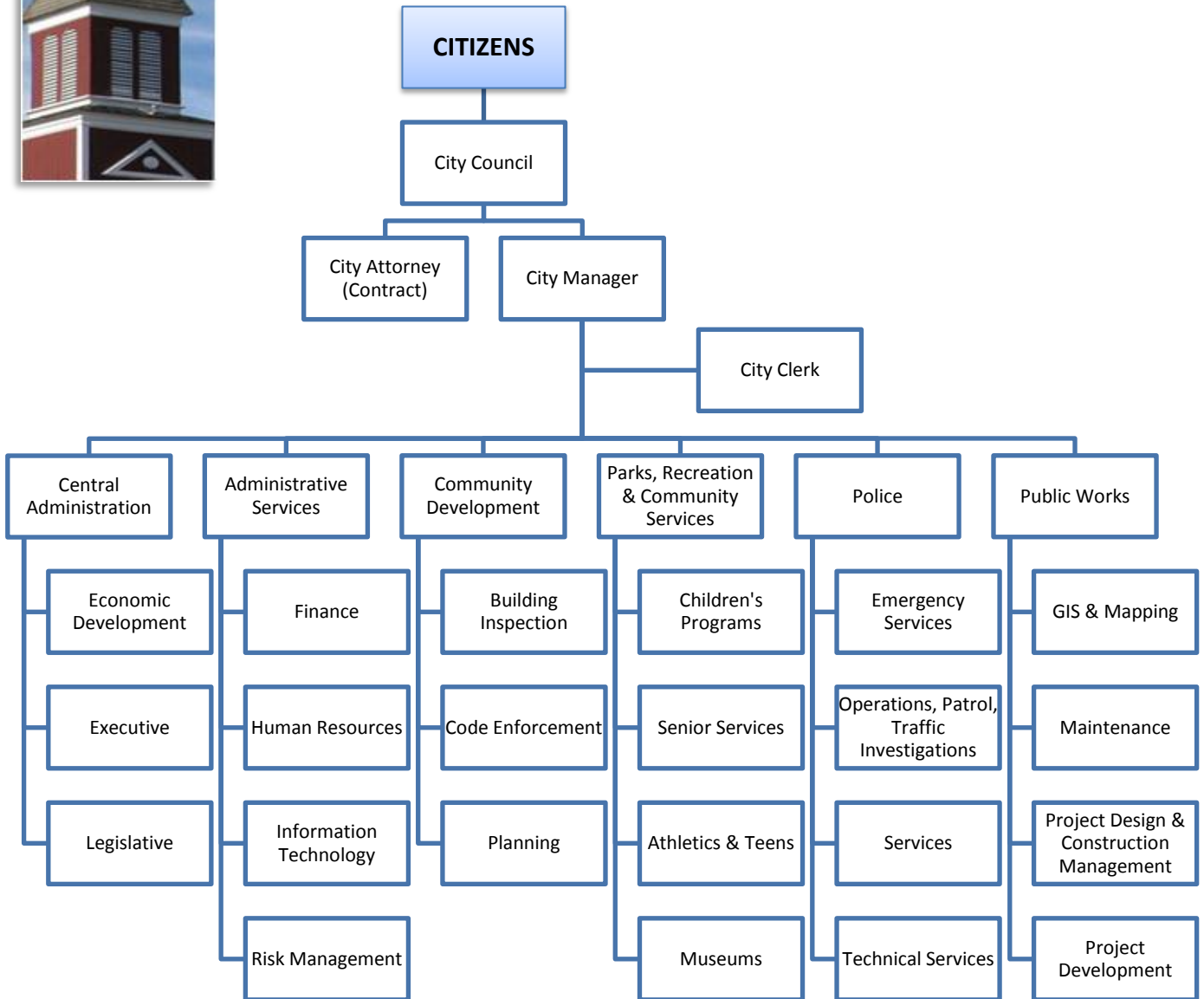
FY 13/14 Payroll Cost Breakdown by Division and Department

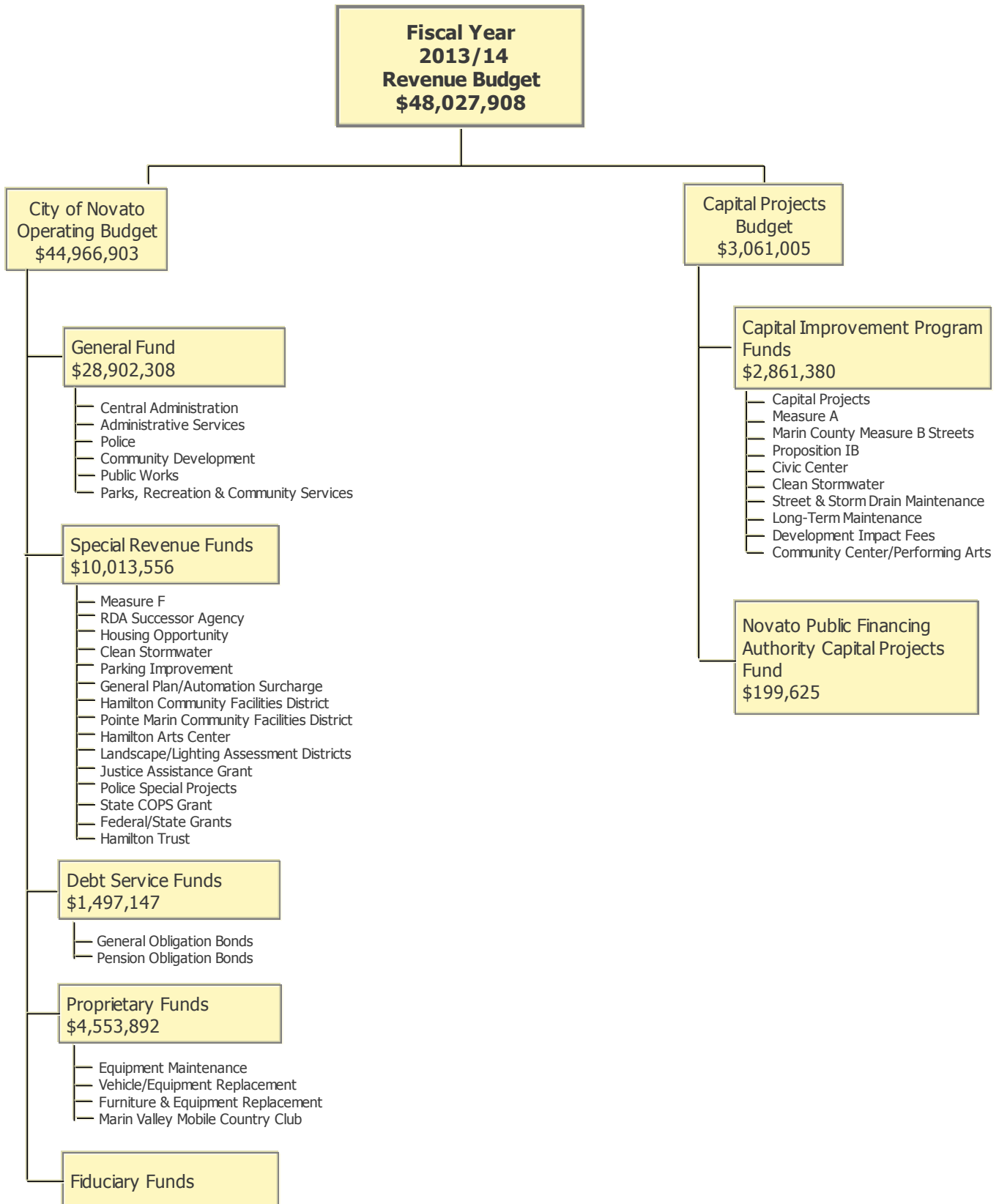
Department/Division		Salaries	PERS Retirement	POB Allocation	Other Benefits	Pension Costs as a Percentage of Budget
General Fund						
Central Administration	City Council	24,000	2,438	1,868	24,000	7.4%
	City Manager	373,063	43,590	17,087	44,751	11.0%
	City Clerk	<u>188,536</u>	<u>22,220</u>	<u>8,980</u>	<u>31,748</u>	<u>11.7%</u>
	Department Totals	585,599	68,248	27,935	100,499	6.3%
Administrative Services	Administration	211,902	24,203	9,530	21,231	23.5%
	Human Resources	265,897	31,921	17,702	41,577	9.8%
	Finance	422,410	52,495	20,235	71,504	10.7%
	Information Technology	271,416	33,882	12,890	42,771	9.2%
	Citywide Programs	<u>32,145</u>	<u>3,858</u>	<u>1,493</u>	<u>4,317</u>	<u>0.2%</u>
	Department Totals	1,203,770	146,359	61,850	181,401	4.4%
Police	Administration	673,593	136,197	64,123	117,215	19.2%
	Technical Services	1,081,061	127,012	51,933	194,293	10.7%
	Professional Standards	213,279	27,013	13,295	24,837	7.6%
	Investigations	523,057	99,704	51,600	106,055	16.4%
	Patrol	4,327,247	835,642	432,917	879,511	19.1%
	Traffic	388,462	81,531	42,024	85,751	20.1%
	Special Police Services	<u>508,627</u>	<u>95,116</u>	<u>39,355</u>	<u>104,041</u>	<u>44.3%</u>
	Department Totals	7,715,326	1,402,215	695,247	1,511,702	17.9%
Community Development	Administration	129,719	16,093	5,727	8,828	10.7%
	Code Enforcement	198,314	25,006	10,145	44,522	11.9%
	Planning	605,354	74,051	28,404	88,493	17.7%
	Clerical Services	159,248	20,215	5,107	41,680	19.1%
	Building	<u>346,876</u>	<u>43,703</u>	<u>19,757</u>	<u>61,832</u>	<u>11.3%</u>
	Department Totals	1,439,512	179,068	69,140	245,355	14.0%
Public Works	Administration	318,148	37,798	19,005	46,287	13.9%
	Project Development	163,469	20,394	7,791	26,515	7.9%
	Capital Project Mgmt. <i>Less CIP Reimbursement</i>	631,394	79,413	30,812	121,200	11.3%
	GIS & Basemapping	84,460	7,550	3,927	14,024	5.0%
	Maintenance Admin.	172,128	21,872	8,294	29,959	11.5%
	Street Maintenance	473,803	60,295	24,977	140,291	7.0%
	Traffic Operations	138,505	17,662	7,307	41,120	5.2%
	Median Islands	120,764	15,409	6,351	35,322	5.7%
	Parks Maintenance	484,029	61,678	25,639	146,558	6.5%
	Building Maintenance	<u>395,250</u>	<u>48,258</u>	<u>21,039</u>	<u>124,563</u>	<u>7.8%</u>
	Department Totals	2,981,951	370,329	155,142	725,839	9.2%
	Parks, Recreation & Community Services	Administration	433,645	48,359	20,009	58,314
Children's Programs		369,942	29,069	16,940	58,438	9.1%
Cultural Programs		12,255	1,492	638	3,469	1.4%
Senior Programs		199,973	18,963	9,392	34,676	7.4%
Athletic Programs		<u>985,732</u>	<u>75,127</u>	<u>44,065</u>	<u>129,044</u>	<u>8.2%</u>
Department Totals		2,001,547	173,011	91,044	283,942	8.6%
General Fund Totals		15,927,704	2,339,229	1,100,358	3,048,737	12.0%

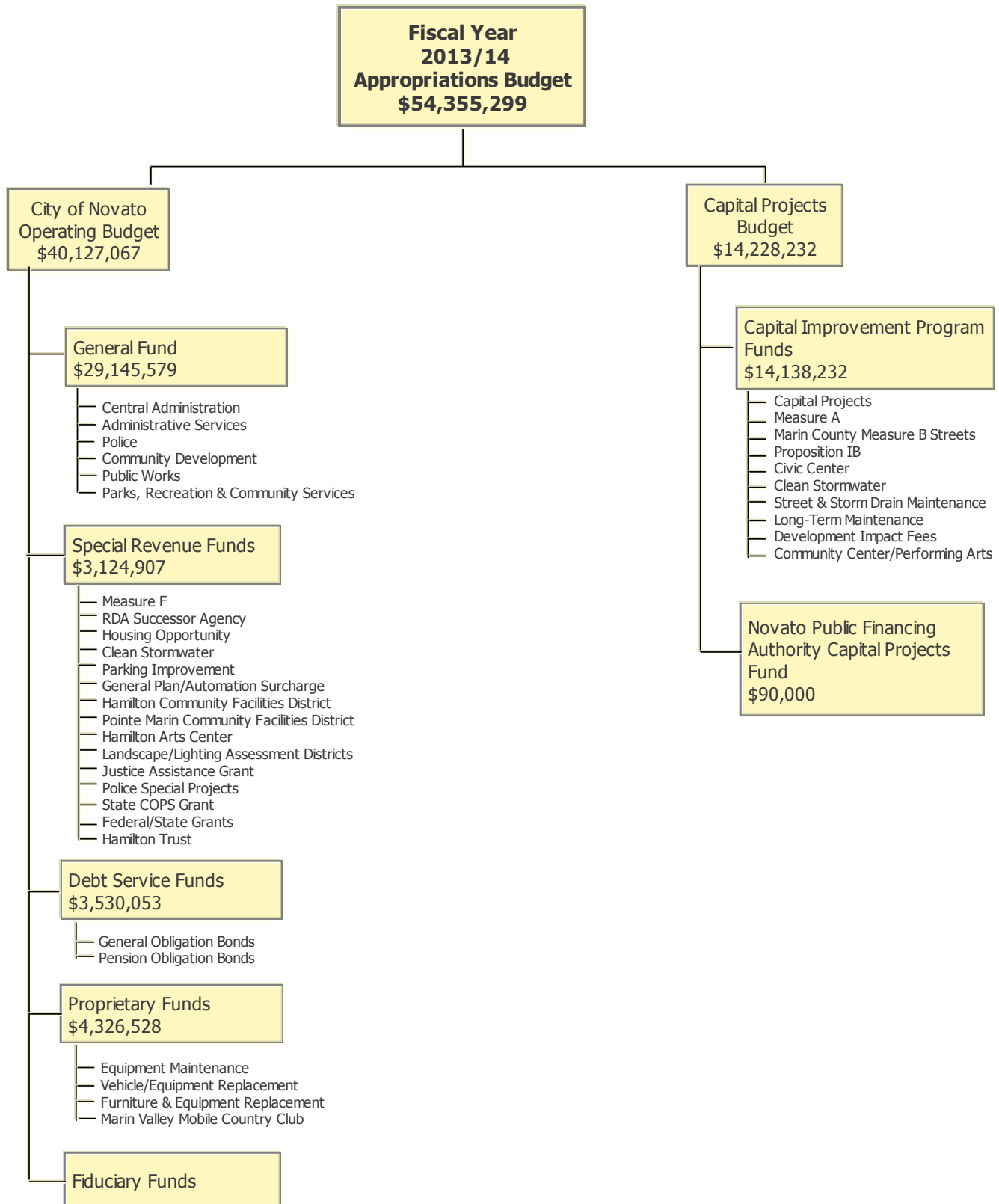


FY 13/14 Payroll Cost Breakdown by Division and Department

Department/Division	Salaries	PERS Retirement	POB Allocation	Other Benefits	Pension Costs as a Percentage of Budget
Other Funds					
Measure F	412,268	47,944	19,492	53,104	10.5%
RDA Successor Agency Admin	72,882	8,600	3,591	8,198	3.9%
Automation Surcharge	57,583	7,312	2,656	9,706	11.6%
Hamilton CFD	174,982	22,338	9,746	54,962	7.3%
Pointe Marin CFD	113,069	14,435	6,306	35,718	10.6%
Equipment Maintenance	<u>231,348</u>	<u>29,493</u>	<u>12,275</u>	<u>58,121</u>	<u>5.2%</u>
Other Funds Totals	1,062,132	130,122	54,066	219,809	12.1%
Citywide Totals	16,989,836	2,469,351	1,154,424	3,268,545	12.0%









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General Fund Summary

	Adopted	Final	Projected	Adopted	Adopted to Adopted	
	Budget	Budget	Actual	Budget	Increase/(Decrease)	
	FY 2012/13	FY 2012/13	FY 2012/13	FY 2013/14	Dollar	Percent
Beginning Available Fund Balance	0	0	0	0		
Adjusted Fund Balance (audited)						
Interfund Loan-Hamilton CFD	30,000	30,000	30,000	42,836		
Interfund Loan Repayment-RDA	13,050,059	13,068,531	9,257,981	3,810,550		
Revised Fund Balance	13,080,059	13,080,059	9,287,981	3,853,386		
Revenues						
Taxes	23,067,070	23,067,070	22,554,283	23,354,627	287,557	1.2%
Licenses & Permits	926,739	926,739	903,723	945,858	19,119	2.1%
Intergovernmental Revenue	693,869	713,869	691,860	666,355	(27,514)	(4.0)%
Service Charges:						
General Government	229,758	229,758	292,022	237,693	7,935	3.5%
Zoning & Subdivision	160,900	160,900	149,300	136,500	(24,400)	(15.2)%
Plan Check Fees	207,861	207,861	196,563	211,850	3,989	1.9%
Engineering Fees	185,494	185,494	164,322	166,477	(19,017)	(10.3)%
Parks, Recreation & Community Services	1,783,597	1,783,597	1,724,621	1,758,597	(25,000)	(1.4)%
Police Services	106,600	106,600	113,783	105,480	(1,120)	(1.1)%
Other Services	118,945	118,945	110,114	192,089	73,144	61.5%
Fines & Forfeitures	544,975	544,975	606,148	610,246	65,271	12.0%
Use of Money & Property	463,267	463,267	446,044	458,868	(4,399)	(0.9)%
Misc Revenue	54,465	54,465	46,476	57,668	3,203	5.9%
Subtotal Revenues	28,543,540	28,563,540	27,999,259	28,902,308	358,768	1.3%
Transfers In	2,120,467	2,123,735	1,943,266	1,767,793	(352,674)	(16.6)%
Total Revenues and Transfers In	30,664,007	30,687,275	29,942,525	30,670,101	6,094	0.0%
Total Financing Available	43,744,066	43,785,806	39,230,506	34,523,487	(4,707,019)	(12.0)%
Appropriations						
Central Administration	1,481,403	1,471,665	1,298,631	1,525,555	44,152	3.0%
Administrative Services	4,801,964	4,782,084	5,031,988	4,521,345	(280,619)	(5.8)%
Police	12,229,456	12,043,366	11,821,284	12,006,835	(222,621)	(1.8)%
Community Development	2,053,019	2,027,039	1,953,310	2,128,242	75,223	3.7%
Public Works	5,858,693	5,740,162	5,380,116	5,956,906	98,213	1.7%
Parks, Recreation & Community Services	3,049,533	3,033,753	2,865,256	3,006,696	(42,837)	(1.4)%
Subtotal Appropriations	29,474,068	29,098,069	28,350,585	29,145,579	(328,489)	(1.1)%
Transfers Out	14,669,998	14,938,470	10,879,921	5,877,908	(8,792,090)	(59.9)%
Total Use of Funds	44,144,066	44,036,539	39,230,506	35,023,487	(9,120,579)	(20.7)%
Unspent Appropriations	400,000	400,000		500,000		
Ending Available Fund Balance	0	130,795	0	0		



General Fund Revenue Detail

	Adopted Budget FY 2012/13	Final Budget FY 2012/13	Projected Actual FY 2012/13	Adopted Budget FY 2013/14	Adopted to Adopted Increase/(Decrease)	
					Dollar	Percent
<u>Taxes</u>						
Real Estate Property Tax	5,498,922	5,498,922	5,460,760	5,597,280	98,358	1.8%
Property Tax Administration Fee	(164,402)	(164,402)	-	(80,000)	84,402	(51.3)%
Property Tax in Lieu of 1/4 Sales Tax	2,113,065	2,113,065	1,852,832	2,149,755	36,690	1.7%
Property Tax in Lieu of VLF	3,849,971	3,849,971	3,792,793	3,887,613	37,642	1.0%
ERAF Refund	1,258,423	1,258,423	1,179,344	1,208,828	(49,595)	(3.9)%
RDA Property Tax Increment	123,666	123,666	151,423	155,209	31,543	25.5%
In Lieu Property Taxes/MVMHCC	67,642	67,642	68,280	69,660	2,018	3.0%
Unsecured Property Tax	173,386	173,386	122,856	125,927	(47,459)	(27.4)%
Supplemental Property Tax	68,323	68,323	85,000	87,125	18,802	27.5%
Real Property Transfer Tax	156,106	156,106	213,093	215,224	59,118	37.9%
General Sales and Use Tax	6,119,962	6,119,962	5,792,559	5,997,457	(122,505)	(2.0)%
Public Safety Sales Tax	383,784	383,784	383,784	390,686	6,902	1.8%
Hotel Tax	1,032,333	1,032,333	1,159,169	1,217,128	184,795	17.9%
Business License Tax	757,500	757,500	731,690	739,045	(18,455)	(2.4)%
Business License Tax - Audit	101,000	101,000	102,500	103,525	2,525	2.5%
Franchise Tax	1,512,097	1,512,097	1,454,200	1,486,165	(25,932)	(1.7)%
Residential Development Tax	15,292	15,292	4,000	4,000	(11,292)	(73.8)%
Subtotal	23,067,070	23,067,070	22,554,283	23,354,627	287,557	1.2%
<u>Licenses and Permits</u>						
Building Permits	431,600	431,600	396,000	445,000	13,400	3.1%
Electric, Plumbing and Mechanical	197,600	197,600	185,600	195,000	(2,600)	(1.3)%
Inspection Fees-Code Compliance	80,000	80,000	79,388	80,000	0	-
Residential Resale Inspection	150,000	150,000	165,000	150,000	0	-
Grading & Inspections-Engineering	32,285	32,285	40,000	40,644	8,359	25.9%
Police Permits	20,936	20,936	22,400	20,964	28	0.1%
Tree Removal Permit	4,500	4,500	5,000	4,500	0	-
Home Occupation Permit	9,818	9,818	10,335	9,750	(68)	(0.7)%
Subtotal	926,739	926,739	903,723	945,858	19,119	2.1%
<u>Intergovernmental Revenue</u>						
Motor Vehicle In-Lieu-Rev Code 11005.	-	-	27,352	-	0	-
Secured Homeowners' Exemption	38,919	38,919	37,038	37,408	(1,511)	(3.9)%
Officer Stand and Train POST	30,000	30,000	30,000	30,000	0	-
State Mandated Costs	18,000	18,000	18,150	14,002	(3,998)	(22.2)%
SMIP Fees	410	410	200	202	(208)	(50.7)%
Abandoned Vehicle Program	35,000	35,000	35,000	35,000	0	-
Federal COPE Grant	125,931	125,931	125,000	133,983	8,052	6.4%
Federal COPS Grant	346,906	346,906	295,819	325,940	(20,966)	
Health & Human Services Grant	75,000	95,000	95,000	75,000	0	-
North Marin Water District	2,400	2,400	2,400	2,400	0	-
Novato Sanitary District	10,000	10,000	10,000	10,000	0	-
Reimbursement from Other Agencies	11,303	11,303	15,901	2,420	(8,883)	(78.6)%
Subtotal	693,869	713,869	691,860	666,355	(27,514)	(4.0)%



General Fund Revenue Detail

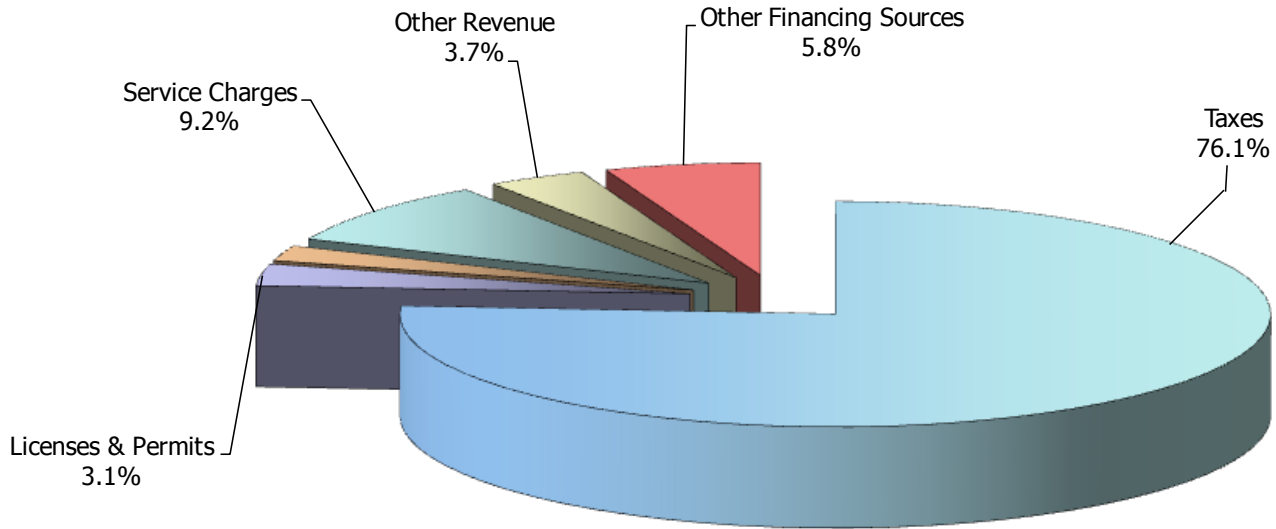
	Adopted Budget FY 2012/13	Final Budget FY 2012/13	Projected Actual FY 2012/13	Adopted Budget FY 2013/14	Adopted to Adopted Increase/(Decrease)	
					Dollar	Percent
Service Charges						
General Government Charges						
Business License Application Fee	21,720	21,720	18,500	19,127	(2,593)	(11.9)%
Publications and Reports	125	125	351	355	230	184.0%
Administrative Fees	177,956	177,956	176,494	178,733	777	0.4%
MVMCC City Cost Reimbursement	-	-	82,557	25,000	25,000	100.0%
Cost Recovery Fees - Clerical	17,151	17,151	4,650	4,650	(12,501)	(72.9)%
Photocopy Services	406	406	80	81	(325)	(80.0)%
NSF Check Charges	750	750	390	396	(354)	(47.2)%
Special Event Insurance Reimbursemen	5,930	5,930	3,500	3,551	(2,379)	(40.1)%
Administrative Fees-Training	5,720	5,720	5,500	5,800	80	1.4%
Subtotal	229,758	229,758	292,022	237,693	7,935	3.5%
Zoning and Subdivision Charges						
Planning Flat Fees	9,500	9,500	12,500	10,000	500	5.3%
Cost Recovery - Private Project	150,000	150,000	135,000	125,000	(25,000)	(16.7)%
Final Site Inspection	1,400	1,400	1,800	1,500	100	7.1%
Subtotal	160,900	160,900	149,300	136,500	(24,400)	(15.2)%
Plan Checking Fees						
Building Plan Check Fees	149,760	149,760	141,000	153,500	3,740	2.5%
Building Plan Check/Planning	10,388	10,388	12,500	10,000	(388)	(3.7)%
Building Plan Check/School District			491		0	-
Energy Plan Check Fees	46,800	46,800	42,500	48,000	1,200	2.6%
Crime Prevention Plan Check	913	913	72	350	(563)	(61.7)%
Subtotal	207,861	207,861	196,563	211,850	3,989	1.9%
Engineering Fees						
Engineering Flat Fees	116,656	116,656	90,000	91,324	(25,332)	(21.7)%
Engineering Cost Recovery			14,258	14,206	14,206	100.0%
Final Site Inspection	67,215	67,215	60,000	60,882	(6,333)	(9.4)%
Basemapping Products and Services	1,623	1,623	64	65	(1,558)	(96.0)%
Subtotal	185,494	185,494	164,322	166,477	(19,017)	(10.3)%
Police Service Charges						
DUI Accident	14,000	14,000	14,000	9,600	(4,400)	(31.4)%
Vehicle Impound Fees	30,000	30,000	35,000	30,000	0	-
Special Police Services	7,100	7,100	11,783	10,880	3,780	53.2%
Alarm Services	35,500	35,500	30,000	30,000	(5,500)	(15.5)%
Record Releases	20,000	20,000	23,000	25,000	5,000	25.0%
Subtotal	106,600	106,600	113,783	105,480	(1,120)	(1.1)%
Other Service Charges						
Appeals	400	400	-	400	0	-
Legal Fees Recovered	81,152	81,152	24,000	24,353	(56,799)	(70.0)%
Housing Program Fees	-	-	65,000	134,600	134,600	100.0%
Administration Fee - Consult Contracts	18,766	18,766	2,114	13,729	(5,037)	(26.8)%
Construction Signs	203	203	500	507	304	149.8%
Plan Storage Fees	18,424	18,424	18,500	18,500	76	0.4%
Subtotal	118,945	118,945	110,114	192,089	73,144	61.5%



General Fund Revenue Detail

	Adopted Budget FY 2012/13	Final Budget FY 2012/13	Projected Actual FY 2012/13	Adopted Budget FY 2013/14	Adopted to Adopted Increase/(Decrease)	
					Dollar	Percent
Service Charges						
<u>Parks, Recreation, and Community Services</u>						
Administration	117,300	117,300	123,800	117,300	0	-
Child Care and Enrichment	489,150	489,150	484,570	489,150	0	-
Senior Citizens	131,800	131,800	136,500	131,800	0	-
Athletics Programs	1,045,347	1,045,347	979,751	1,020,347	(25,000)	(2.4)%
Subtotal	1,783,597	1,783,597	1,724,621	1,758,597	(25,000)	(1.4)%
<u>Fines, Forfeits and Penalties</u>						
Vehicle Code Fines	325,000	325,000	380,000	385,000	60,000	18.5%
Code Enforcement Fines	150,000	150,000	158,048	151,550	1,550	1.0%
Parking Fines	62,501	62,501	58,500	64,000	1,499	2.4%
Business License Penalties	4,645	4,645	7,600	7,676	3,031	65.3%
Cost Recovery Penalties	2,829	2,829	2,000	2,020	(809)	(28.6)%
Subtotal	544,975	544,975	606,148	610,246	65,271	12.0%
<u>Use of Money and Property</u>						
Investment Earnings Allocation	81,814	81,814	20,000	36,627	(45,187)	(55.2)%
Other Interest	9,072	9,072	9,000	9,090	18	0.2%
Contingency Reserve	13,485	13,485	14,184	13,426	(59)	(0.4)%
Margaret Todd Senior Center	32,500	32,500	28,000	28,140	(4,360)	(13.4)%
O'Hair Property	54,620	54,620	55,044	55,594	974	1.8%
Other Property Rentals	200,196	200,196	243,076	238,484	38,288	19.1%
Bus Shelter Advertising	71,580	71,580	76,740	77,507	5,927	8.3%
Subtotal	463,267	463,267	446,044	458,868	(4,399)	(0.9)%
<u>Miscellaneous Revenue</u>						
Sale of Equipment - Auction	3,000	3,000	1,500	1,500	(1,500)	(50.0)%
Private Donations/Contributions	15,500	15,500	15,300	15,300	(200)	(1.3)%
Miscellaneous Reimbursements	25,345	25,345	16,361	24,138	(1,207)	(4.8)%
Brochure Advertising	8,000	8,000	8,000	8,000	0	-
Miscellaneous Revenue	2,620	2,620	5,315	8,730	6,110	233.2%
Subtotal	54,465	54,465	46,476	57,668	3,203	5.9%
Total Revenues	28,543,540	28,563,540	27,999,259	28,902,308	358,768	1.3%
<u>Transfers In</u>						
Clean Stormwater Fund	155,000	155,000	152,500	150,000	(5,000)	(3.2)%
Development Impact Fund	128,604	128,604	84,339	121,789	(6,815)	(5.3)%
Gas Tax Fund	817,000	817,000	817,000	817,000	0	-
Hamilton Trust Fund	412,000	412,000	341,660	351,910	(60,090)	(14.6)%
Measure F Fund	594,363	594,363	530,999	313,594	(280,769)	(47.2)%
NPFA Capital Projects Fund	13,000	13,000	13,000	13,000	0	-
Special Projects Fund		3,268	3,268	-	0	-
Subdivision Trust Fund	500	500	500	500	0	-
Subtotal	2,120,467	2,123,735	1,943,266	1,767,793	(352,674)	(16.6)%
General Fund Totals	30,664,007	30,687,275	29,942,525	30,670,101	6,094	0.0%

**General Fund Revenues by Category
Fiscal Year 2013/14**



Taxes	\$23,354,627
Licenses & Permits	945,858
Intergovernmental Revenue	666,355
Service Charges	2,808,686
Other Revenue	1,126,782
Other Financing Sources	1,767,793
General Fund Total	\$30,670,101



General Fund Appropriation Detail

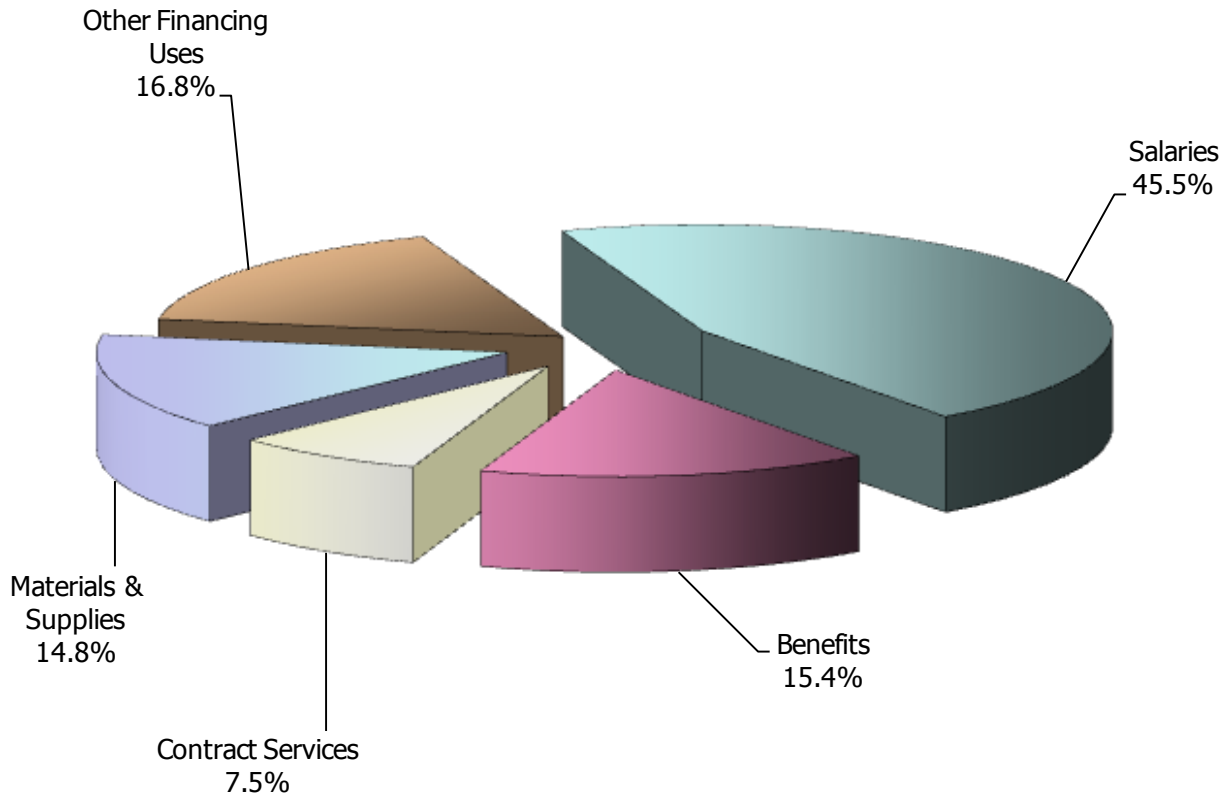
	Adopted Budget FY 2012/13	Final Budget FY 2012/13	Projected Actual FY 2012/13	Adopted Budget FY 2013/14	Adopted to Adopted Increase/ (Decrease)	
					Amount	Percent
<u>Central Administration</u>						
City Council	71,978	70,778	64,524	64,468	(7,510)	(10.4)%
City Manager	515,281	509,729	484,885	585,107	69,826	13.6%
City Clerk	291,316	288,330	254,243	369,951	78,635	27.0%
City Attorney	602,828	602,828	494,979	506,029	(96,799)	(16.1)%
Subtotal	1,481,403	1,471,665	1,298,631	1,525,555	44,152	3.0%
<u>Administrative Services</u>						
Administration	235,401	230,854	256,827	272,116	36,715	15.6%
Human Resources	483,094	477,542	474,645	519,657	36,563	7.6%
Finance	693,825	686,568	629,152	704,935	11,110	1.6%
Information Technology Services	771,912	769,921	572,312	785,471	13,559	1.8%
Citywide Programs	2,617,732	2,617,199	3,099,052	2,239,166	(378,566)	(14.5)%
Subtotal	4,801,964	4,782,084	5,031,988	4,521,345	(280,619)	(5.8)%
<u>Police</u>						
Administration	1,190,647	1,166,280	1,031,620	1,090,284	(100,363)	(8.4)%
Technical Services	1,679,721	1,663,920	1,669,640	1,680,162	441	0.0%
Professional Standards	365,489	364,383	291,506	359,986	(5,503)	(1.5)%
Investigations	818,027	803,259	803,338	802,952	(15,075)	(1.8)%
Patrol	6,823,266	6,717,390	6,708,781	6,719,350	(103,916)	(1.5)%
Traffic	637,458	626,423	629,106	637,717	259	0.0%
Special Police Services	714,848	701,711	687,293	716,384	1,536	0.2%
Subtotal	12,229,456	12,043,366	11,821,284	12,006,835	(222,621)	(1.8)%
<u>Community Development</u>						
Administration	215,898	213,865	138,496	217,884	1,986	0.9%
Code Compliance	309,783	305,808	303,979	288,150	(21,633)	(7.0)%
Planning	803,628	793,062	820,572	895,769	92,141	11.5%
Clerical Support Services	137,524	135,660	130,365	221,143	83,619	60.8%
Building Inspection	586,186	578,644	559,898	505,296	(80,890)	(13.8)%
Subtotal	2,053,019	2,027,039	1,953,310	2,128,242	75,223	3.7%



General Fund Appropriation Detail

	Adopted Budget FY 2012/13	Final Budget FY 2012/13	Projected Actual FY 2012/13	Adopted Budget FY 2013/14	Adopted to Adopted Increase/(Decrease) Amount	Percent
Public Works						
Traffic and Engineering Administration	790,106	784,856	690,424	794,574	4,468	0.6%
Project Development	210,663	207,607	191,533	242,257	31,594	15.0%
Construction Management	881,104	864,414	798,632	839,567	(41,537)	(4.7)%
<i>Less : Capital Projects Reimbursement</i>	(800,000)	(800,000)	(553,205)	(800,000)	0	0.0%
GIS Mapping	168,361	167,242	77,217	153,588	(14,773)	(8.8)%
Maintenance Administration	305,345	302,117	304,642	309,847	4,502	1.5%
Street Maintenance	1,220,766	1,193,487	1,052,190	1,218,362	(2,404)	(0.2)%
Traffic Operations	448,754	440,131	365,026	430,574	(18,180)	(4.1)%
Street Trees and Parkway Maintenance	349,271	343,049	319,682	343,170	(6,101)	(1.7)%
Parks Maintenance	1,339,430	1,299,526	1,211,665	1,314,613	(24,817)	(1.9)%
Building Maintenance	944,893	937,733	922,310	1,110,354	165,461	17.5%
Subtotal	5,858,693	5,740,162	5,380,116	5,956,906	98,213	1.7%
Parks, Recreation, and Community Services						
Administration	735,242	753,546	651,437	719,100	(16,142)	(2.2)%
Child Care and Enrichment	575,037	570,748	561,316	585,771	10,734	1.9%
Cultural Programs/Museum Admin.	16,497	16,298	15,663	16,188	(309)	(1.9)%
Senior Citizens	317,473	299,130	275,136	306,050	(11,423)	(3.6)%
Athletics Programs	1,405,284	1,394,031	1,361,704	1,379,587	(25,697)	(1.8)%
Subtotal	3,049,533	3,033,753	2,865,256	3,006,696	(42,837)	(1.4)%
SUBTOTAL APPROPRIATIONS	29,474,068	29,098,069	28,350,585	29,145,579	(328,489)	(1.1)%
Transfers Out						
General Plan Update Fund	80,000	80,000	80,000	300,000	220,000	275.0%
Debt Service Fund-POB	1,058,939	1,058,939	1,060,940	1,100,358	41,419	3.9%
Police Special Projects Fund	7,000	7,000	7,000	7,000	0	0.0%
Capital Projects Fund	13,050,059	13,318,531	9,257,981	3,810,550	(9,239,509)	(70.8)%
Long-Term Maintenance Fund	150,000	150,000	150,000	300,000	150,000	100.0%
Equipment Replacement Fund	324,000	324,000	324,000	360,000	36,000	11.1%
Subtotal	14,669,998	14,938,470	10,879,921	5,877,908	(8,792,090)	(59.9)%
TOTAL APPROPRIATIONS	44,144,066	44,036,539	39,230,506	35,023,487	(9,120,579)	(20.7)%

General Fund Appropriations by Category Fiscal Year 2013/14

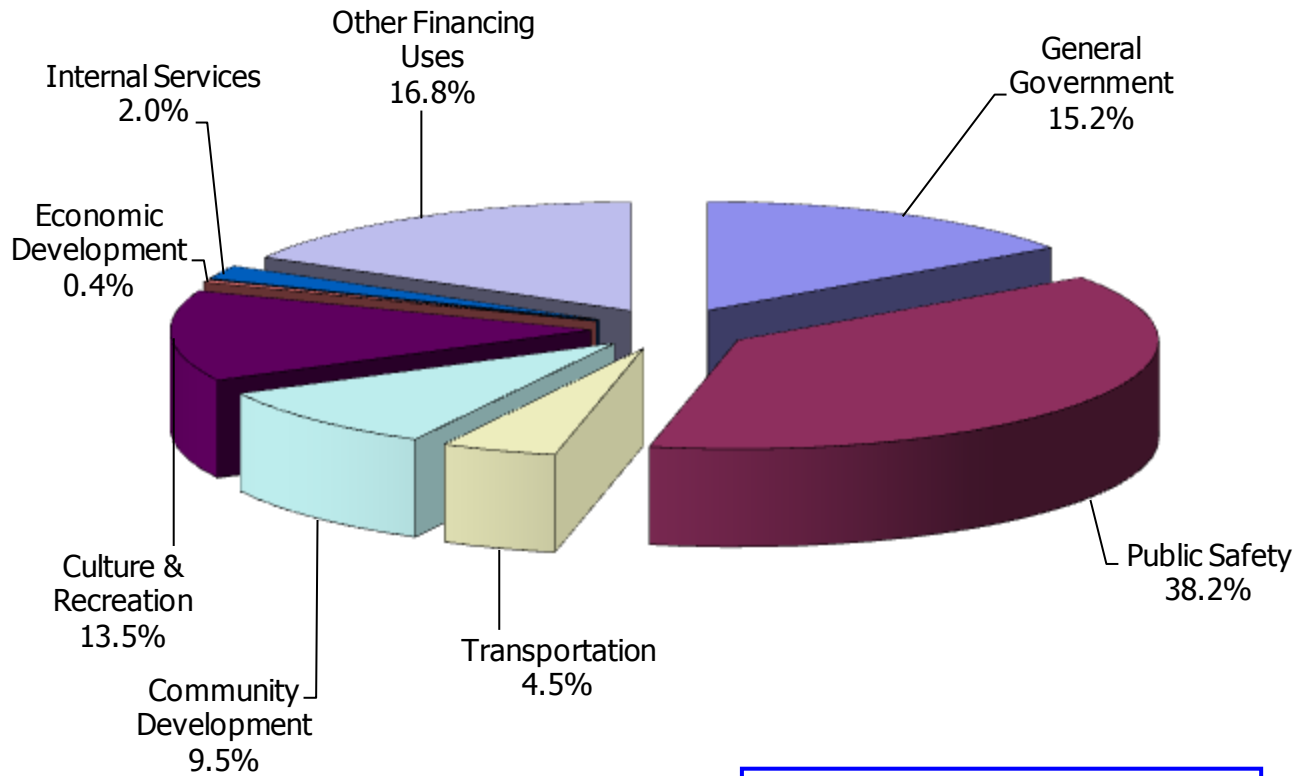


Salaries	\$15,928,398
Benefits	5,390,247
Contract Services	2,641,390
Materials & Supplies	5,185,544
Other Financing Uses	5,877,908
General Fund Total	\$35,023,487

General Fund Appropriation Summary by Function

Function	Adopted Budget	Final Budget	Projected Actual	Adopted Budget	Adopted to Adopted Increase/(Decrease)	
	FY 2012/13	FY 2012/13	FY 2012/13	FY 2013/14	Dollar	Percent
General Government	5,578,470	5,578,470	5,125,932	5,323,523	(254,947)	(4.6)%
Public Safety	13,692,248	13,692,248	13,298,167	13,367,928	(324,320)	(2.4)%
Transportation	1,445,872	1,445,872	1,476,252	1,561,532	115,660	8.0%
Community Development	3,196,224	3,196,224	3,113,320	3,338,220	141,996	4.4%
Culture & Recreation	4,772,940	4,772,940	4,509,252	4,726,079	(46,861)	(1.0)%
Economic Development & Opportunity	103,233	103,233	210,229	122,713	19,480	18.9%
Internal Services	685,081	685,081	617,433	705,584	20,503	3.0%
Other Financing Uses	14,669,998	14,669,998	10,879,921	5,877,908	(8,792,090)	(59.9)%
Total Appropriations	44,144,066	44,144,066	39,230,506	35,023,487	(9,120,579)	(20.7)%

General Fund Appropriations by Function Fiscal Year 2013/14



Function	Budget
General Government	\$5,323,523
Public Safety	13,367,928
Transportation	1,561,532
Community Development	3,338,220
Culture & Recreation	4,726,079
Economic Development	122,713
Internal Services	705,584
Other Financing Uses	5,877,908
Total	\$35,023,487



General Fund Revenue Detail History

	Previous Actual 2007/08	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13
Taxes						
Secured Property Taxes	5,570,581	5,744,746	5,580,232	5,267,483	5,409,186	5,460,760
Property Tax Administration Fee			(192,988)	(216,343)	(162,773)	-
Property Tax in Lieu of 1/4 Sales	2,091,689	2,024,428	1,373,407	2,057,597	1,802,796	1,852,832
Property Tax in Lieu of VLF	3,882,104	4,014,463	3,926,596	3,874,339	3,811,852	3,792,793
ERAF Refund	1,967,775	1,393,702	1,502,200	1,362,678	1,264,032	1,179,344
RDA Property Tax Increment	121,169	124,625	121,286	118,817	111,918	151,423
In Lieu Property Taxes/MVMHCC	62,640	64,722	62,820	65,868	66,972	68,280
Property Taxes/Unsecured	128,741	127,538	128,723	157,857	128,752	122,856
Supplemental Assessments	312,868	188,631	97,217	99,311	103,767	85,000
Real Property Transfer Taxes	194,165	207,027	227,320	152,107	210,983	213,093
Sales and Use Taxes	5,917,481	5,268,448	5,323,421	5,562,593	5,611,900	5,792,559
Sales Tax-Public Safety	383,506	351,127	323,018	345,205	376,825	383,784
Hotel Taxes (TOT)	1,075,572	1,004,508	896,684	942,373	1,053,790	1,159,169
Business License Taxes	706,165	728,658	723,611	727,786	722,844	731,690
Business License Tax - Audit	138,881	121,090	114,571	104,712	97,072	102,500
Franchise Taxes	1,355,063	1,402,786	1,377,382	1,446,452	1,485,645	1,454,200
Residential Development Tax	7,559	1,498	3,400	2,550	14,102	4,000
Subtotal	23,915,959	22,767,997	21,588,900	22,071,385	22,109,663	22,554,283
Licenses and Permits						
Building Permits	594,480	634,600	401,234	428,385	408,121	396,000
Electrical, Plumbing, Mechanical	274,678	299,197	178,521	185,695	155,485	185,600
Inspection Fees-Cost Recovery	732					-
Inspection Fees-Code Compliance	79,282	23,983	79,433	74,136	88,473	79,388
Residential Resale Inspection	113,918	137,907	152,148	140,941	166,008	165,000
Grading & Inspections-Bldg	1,530					-
Grading & Inspections-Eng	67,771	31,766	30,453	28,962	54,239	40,000
Flood Ins/Residential Inspection	8,510	10,063	9,132			-
Police Permits	18,949	19,486	21,790	21,109	21,783	22,400
Home Occupation Permit	8,253	7,171	7,195	10,768	11,550	10,335
Tree Removal Permit	3,991	5,208	5,117	5,009	4,900	5,000
Subtotal	1,172,094	1,169,381	885,023	895,005	910,559	903,723
Intergovernmental Revenue						
Motor Vehicle In-Lieu	219,902	192,082	155,627	243,215	26,397	27,352
Homeowners' Exemption	43,331	41,925	39,804	39,625	39,186	37,038
POST Reimbursements	46,668	53,645	22,473	29,522	65,997	30,000
Mandated Cost Reimb	14,503	25,250	25,457	31,940	18,198	18,150
State Emergency Telephone	3,707	1,084		600		-
SMIP Fees	762	941	230	521	342	200
Abandoned Vehicle Program	54,547	42,416	38,523	31,455	43,356	35,000
Community Devel. Block Grant			32,000	20,689		
High Tech Crimes Task Force	79,901	1,037				
FEMA		7,125				
State Grants	2,500					



General Fund Revenue Detail History

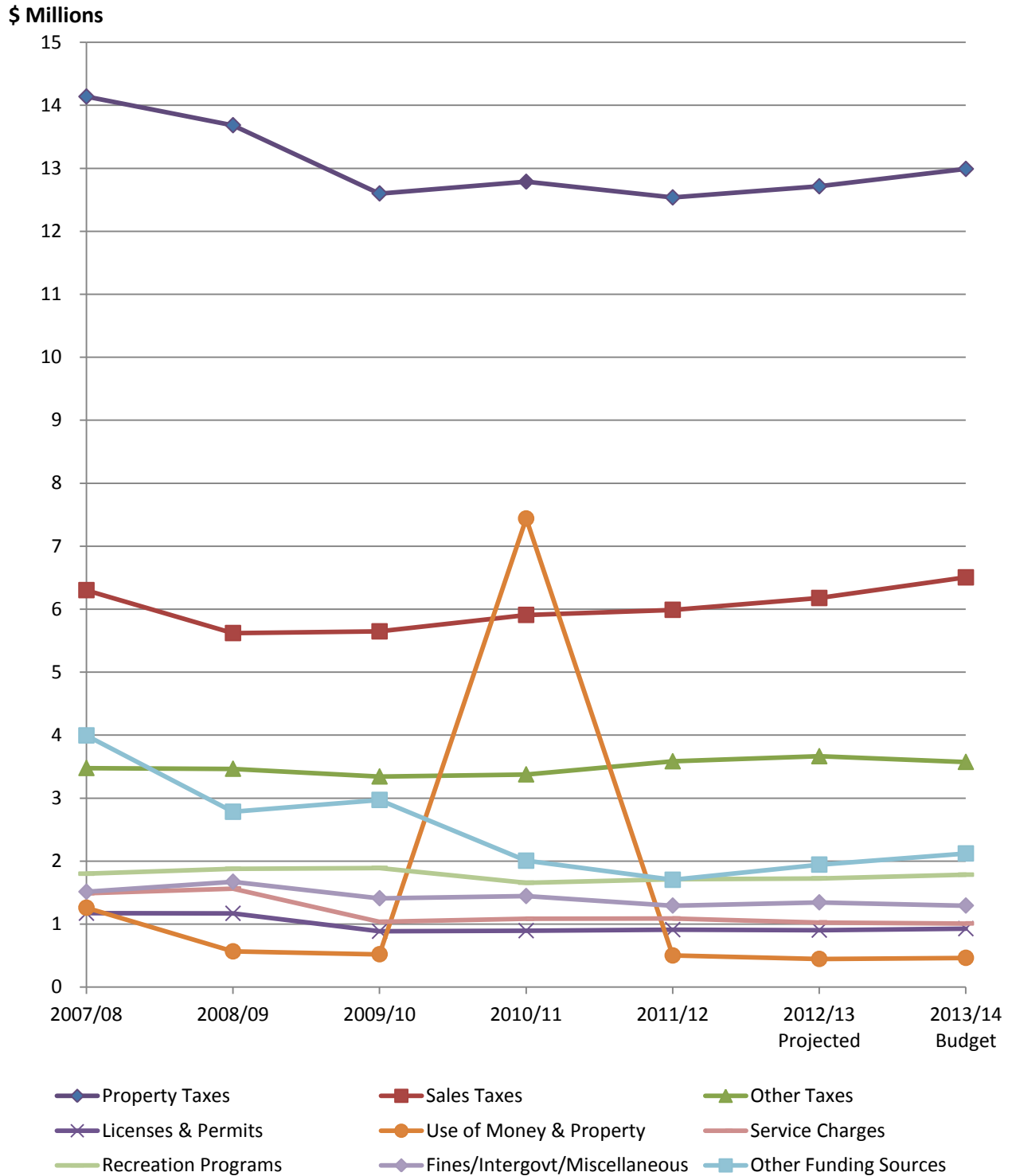
	Previous Actual 2007/08	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13
Police Grants		43,000				
Federal COPE Grant			41,667	125,000	108,991	125,000
Federal COPS Grant					108,583	295,819
Health & Human Services Grant				30,000	71,896	95,000
County Grants			1,904	25,000		
North Marin Water District	2,400	2,400	2,400	2,400	2,400	2,400
Novato Sanitary District	10,000	27,000	10,000	10,000	10,000	10,000
Reimbursement-Other Agencies		5,400	11,004	9,500	9,500	15,901
Miscellaneous	94,000	14,237	361	341	1,246	-
Subtotal	572,221	457,542	381,450	599,808	506,092	691,860
Service Charges						
General Government Charges	154,379	154,948	201,906	223,655	256,268	292,022
Zoning & Subdivision Charges	242,203	236,245	160,662	128,096	214,145	149,300
Plan Checking Fees	525,935	661,657	237,290	235,453	194,454	196,563
Engineering Fees	279,519	230,911	165,578	272,397	167,250	164,322
Police Service Charges	131,801	109,148	105,265	96,600	127,694	113,783
Other Service Charges	155,542	171,468	164,596	128,370	128,388	110,114
Subtotal	1,489,379	1,564,377	1,035,297	1,084,571	1,088,199	1,026,104
Recreation Income						
Administration	41,488	50,295	103,875	82,211	117,041	123,800
Child Care & Enrichment	480,672	472,638	436,683	367,031	396,367	484,570
Cultural Programs	71,107	86,549	89,905	76,697	59,154	
Senior Programs	121,998	140,320	141,778	132,468	131,152	136,500
Teen Programs	170,965	186,738	176,699			
Athletics	912,973	939,953	941,967	998,462	1,007,411	979,751
Subtotal	1,799,203	1,876,493	1,890,907	1,656,869	1,711,125	1,724,621
Fines, Forfeits and Penalties						
Vehicle Code Fines	272,968	299,249	336,434	320,472	354,742	380,000
Investigative Fees	211,828	215,926	236,925	160,763	159,301	158,048
Parking Fines	70,569	103,220	98,709	53,798	81,877	58,500
Business License Penalties	13,607	10,122	16,558	15,879	11,967	7,600
Cost Recovery Penalties	4,873	4,035	4,908	8,227	3,904	2,000
Subtotal	573,845	632,552	693,534	559,139	611,791	606,148
Use of Money and Property						
Investment Earnings	334,124	160,316	108,445	108,721	56,765	20,000
Investment Earnings/Other	13,484	62,109	13,598	6,755,146	(28,768)	9,000
Investment Earnings/Cont. Rsrv.	23,416	14,126	28,449	17,135	14,609	14,184
City Lease Payment-Corp. Yard	584,167					
Margaret Todd Rental	31,589	39,105	41,346	34,913	46,456	28,000
Downtown Bldgs. Custodial Fees	2,006	1,524	2,052	3,811	2,948	2,800
Hamilton Commissary					64,000	48,000
Teen Center Rental	5,315	5,374	5,680			
Rental Income/O'Hair	52,776	55,032	54,264	52,789	54,192	55,044



General Fund Revenue Detail History

	Previous Actual 2007/08	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13
Other Property Rental	116,018	126,118	156,303	350,186	167,286	154,020
Parks	34,842	36,045	41,627	44,097	51,876	38,256
Bus Shelter Advertising	61,748	66,375	68,708	71,958	71,580	76,740
Subtotal	1,259,485	566,124	520,472	7,438,756	500,944	446,044
Miscellaneous Revenue						
Donations/Contributions	75,594	71,058	145,635	151,074	45,967	15,300
Sale of Property	5,313	2,286	1,833	3,429	76,209	1,500
Misc Reimbursements	284	14,151	23,558	38,831	21,223	16,361
Citywide Special Events	61,966					-
Brochure Advertising	9,260	7,040	9,880	9,260	8,400	8,000
Tenant Improvement Credit		127,369				-
VLF Reserves for Lease	186,710					
Other Revenue	23,502	33,196	144,114	80,697	1,720	5,315
Insurance/Litigation Settlements	4,322	326,887	9,700	2,338	21,550	
Subtotal	366,951	581,987	334,720	285,629	175,069	46,476
Subtotal Revenues	31,149,137	29,616,453	27,330,303	34,591,162	27,613,442	27,999,259
Other Financing Sources						
Transfers In						
Affordable Housing Trust	332,337					
Clean Stormwater	155,000	150,000	138,000	177,500	150,000	152,500
Community Facilities	104,290					
Development Impact Fees	51,634	54,252	269,900	105,433	80,251	84,339
Emergency Response Reserve	635,998	276,017	299,058			
Equipment Replacement	336,458					
Federal Grants			37,500	37,500		
Furnishings and Equipment	104,290					
Gas Tax	830,300	817,000	817,000	817,000	817,000	817,000
Hamilton Bond Administration	15,000	15,000				
Hamilton Trust	1,033,337	779,661	586,854	435,883	366,405	341,660
Insurance Reserve		179,200				
Measure B Street Bond	28,001	29,401	30,871	32,414	34,035	
Measure F Sales Tax					16,784	530,999
NPFA Capital Projects	13,000	13,000	13,000	13,000	13,000	13,000
Pension Reserve		50,800				
Redevelopment Agency	91,095	94,738	148,038	255,653	149,131	
Redevelopment Agency Housing	94,395	100,762	154,062	128,860	75,168	
Street & Storm Drain Maint	104,290					
Subdivision Trust		500	500	500	500	500
Other	64,878		475,406	1,769		3,268
Debt Proceeds						
Miscellaneous		222,022				
Subtotal	3,994,303	2,782,353	2,970,189	2,005,512	1,702,274	1,943,266
Total Revenues & Transfers	35,143,440	32,398,806	30,300,492	36,596,674	29,315,716	29,942,525

General Fund Revenue History & Projections by Source Fiscal Years 2007/08 - 2013/14





General Fund Appropriation Detail History

	Previous Actual 2007/08	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13
<u>Central Administration</u>						
City Council	85,981	85,787	65,922	70,330	69,823	64,524
City Manager	441,232	381,151	413,031	505,450	426,975	484,885
City Clerk	371,093	289,411	329,185	277,210	310,361	254,243
City Attorney	623,981	347,808	465,336	592,474	447,470	494,979
Subtotal	1,522,287	1,104,157	1,273,474	1,445,464	1,254,629	1,298,631
<u>Administrative Services</u>						
Administration	182,931	176,958	182,067	149,382	228,320	256,827
Human Resources	490,807	453,736	439,992	502,633	462,277	474,645
Finance	844,526	851,172	615,236	659,145	673,546	629,152
Information Technology Services	727,584	761,220	483,906	579,227	639,473	572,312
Reprographics	50,180	40,825	17,439	(25,524)	(25,931)	
Citywide Programs	2,185,638	2,674,263	2,724,099	2,751,250	2,842,064	3,099,052
Subtotal	4,481,666	4,958,174	4,462,739	4,616,113	4,819,749	5,031,988
<u>Police</u>						
Administration	1,444,760	1,319,273	1,175,678	961,191	1,119,488	1,031,620
Technical Services	1,735,834	1,757,604	1,590,144	1,571,347	1,611,524	1,669,640
Professional Standards	311,201	344,006	305,096	501,483	358,403	291,506
Crime Prevention	95,996	91,948	78,459	3,493		
Investigations	774,949	808,720	770,451	845,419	814,235	803,338
Patrol	6,525,754	6,277,756	6,260,851	6,488,983	6,568,150	6,708,781
Traffic	721,641	692,624	776,303	589,911	611,635	629,106
Special Police Services	371,408	236,060	236,698	293,281	440,614	687,293
Youth Services	270,462	229,397	249,679	73,586		
Subtotal	12,252,005	11,757,388	11,443,359	11,328,694	11,524,049	11,821,284
<u>Community Development</u>						
Administration	206,951	144,937	157,780	175,267	159,920	138,496
Code Compliance	375,283	360,727	333,625	287,051	297,305	303,979
Planning	963,001	1,166,629	856,209	588,025	626,483	820,572
Clerical Support Services	217,011	230,630	139,475	131,532	136,614	130,365
Building	930,537	904,319	584,439	543,936	556,944	559,898
Subtotal	2,692,783	2,807,242	2,071,528	1,725,811	1,777,266	1,953,310



General Fund Appropriation Detail History

	Previous Actual 2007/08	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13
Public Works						
Traffic & Engineering Admin.	537,773	547,716	424,740	394,168	740,742	690,424
Street Lighting	384,821	372,038	381,275	341,370		
Project Development	527,849	562,773	381,199	358,317	232,278	191,533
Construction Management	79,957	7,819	(5,004)	212,816	118,530	245,427
Base Mapping	242,953	298,737	244,390	220,540	143,051	77,217
Maintenance Administration	255,242	246,080	278,648	297,338	315,208	304,642
Street Maintenance	1,417,176	1,284,810	1,209,149	1,094,192	1,016,323	1,052,190
Traffic Operations	410,659	458,925	450,723	484,068	439,570	365,026
Street Tree/Parkway Maint.	492,883	485,974	441,607	384,955	399,860	319,682
Parks Maintenance	1,614,636	1,430,284	1,295,204	1,377,993	1,250,028	1,211,665
Building Maintenance	919,053	907,713	890,072	899,568	954,148	922,310
Subtotal	6,883,002	6,602,869	5,992,003	6,065,325	5,609,738	5,380,116
Parks, Recreation & Community Services						
Administration	851,680	849,347	702,941	614,681	656,832	651,437
Childcare and Enrichment	538,086	551,025	449,828	480,521	489,738	561,316
Cultural Programs/Museum Admin.	311,839	220,001	183,092	100,937	120,136	15,663
Senior Programs	563,130	493,294	465,355	384,264	295,956	275,136
Teen Programs	411,757	379,461	252,460			
Athletics Programs	1,329,856	1,382,923	1,201,640	1,293,407	1,322,551	1,361,704
Subtotal	4,006,348	3,876,051	3,255,316	2,873,810	2,885,213	2,865,256
Subtotal Expenditures	31,838,091	31,105,881	28,498,419	28,055,217	27,870,644	28,350,585
Transfers Out						
General Plan Surcharge						80,000
Chapter 27 Assessments				2,310		
Police Special Projects	7,000	7,000		12,000	9,000	7,000
Pension Reserve	50,000					
Emergency Response Reserve					1,074,081	
Capital Improvement Projects	1,239,140	209,260	5,421	356,402	1,498,177	9,257,981
Street/Storm Drain Maintenance	20,000	20,000				
Long-Term Maintenance	103,250					150,000
Restricted Revenue	500,004					
Debt Service Fund-POB	859,216	837,819	934,582	971,807	1,006,067	1,060,940
Equipment Replacement	326,928	400,000	430,870	420,000	404,003	324,000
Furnishings & Equipment	28,767					
Subtotal	3,134,305	1,474,079	1,370,873	1,762,519	3,991,328	10,879,921
Total Expenditures & Transfers	34,972,396	32,579,960	29,869,292	29,817,736	31,861,972	39,230,506



Revenue Detail History by Fund

	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
General Fund (101)						
Taxes	22,767,997	21,588,900	22,071,385	22,109,663	22,554,283	23,354,627
Licenses and Permits	1,169,381	885,023	895,005	910,559	903,723	945,858
Intergovernmental Revenue	457,542	381,450	599,808	506,092	691,860	666,355
Service Charges	3,440,870	2,926,204	2,741,440	2,799,324	2,750,725	2,808,686
Fines, Forfeits and Penalties	632,552	693,534	559,139	611,791	606,148	610,246
Use of Money and Property	566,124	520,472	7,438,756	500,944	446,044	458,868
Miscellaneous Revenue	581,987	334,720	285,629	175,069	46,476	57,668
Totals	29,616,453	27,330,303	34,591,162	27,613,442	27,999,259	28,902,308
Measure F Sales Tax (201)						
Investment Earnings			347	9,491	29,000	29,290
Sales Tax			689,126	4,089,401	4,406,563	4,412,104
Totals	0	0	689,473	4,098,892	4,435,563	4,441,394
Successor Agency to Dissolved RDA (205)						
Intergovernmental					235,234	167,459
Totals	0	0	0	0	235,234	167,459
Housing Opportunity Fund (211)						
Investment Earnings	26,678	7,066	7,860	3,305	3,000	3,030
Affordable Housing In-Lieu Fees	82,656	70,848			11,808	
Other				1,000		
Totals	109,334	77,914	7,860	4,305	14,808	3,030
Affordable Housing Trust (212)						
Investment Earnings	15,135	7,582	7,347	3,230	2,340	2,363
Totals	15,135	7,582	7,347	3,230	2,340	2,363
Redevelopment Agency Housing (219)						
Investment Earnings	(10,095)	3,849	(1,182)	(992)		
Tax Increment:						
Vintage Oaks	199,788	197,214	198,605	111,016		
Hamilton	942,071	840,674	817,623	460,351		
Downtown	343,727	409,876	408,281	234,556		
Mobile Home Rent Control	21,363	20,220	19,020			
Developer in Lieu Fees	64,114	13,810	8,140	9,029		
Extraordinary Gain					20,913,983	
Other	440	2,784	1,655			
Totals	1,561,408	1,488,427	1,452,142	21,727,943	0	0
Clean Stormwater (221)						
Investment Earnings	262	300	256	(278)	30	31
Special Assessments	356,641	355,641	357,587	357,470	356,309	357,000
Totals	356,903	355,941	357,843	357,192	356,339	357,031



Revenue Detail History by Fund

	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Underground Utility (226)						
Investment Earnings	23,460	12,202	12,699	5,824	5,500	5,555
In-Lieu Fees	49,650			22,500		
Totals	73,110	12,202	12,699	28,324	5,500	5,555
Parking Improvement Fund (227)						
Investment Earnings	3,115	1,588	1,652	534	480	485
Totals	3,115	1,588	1,652	534	480	485
Subdivision Park Trust (Quimby Fees) (231)						
Investment Earnings	60,407	27,993	26,526	14,499	6,800	6,870
In-Lieu Fees	379,735	20,090	29,667	43,152	65,100	65,100
Equity Transfer				77,972		
Totals	440,142	48,083	56,193	135,623	71,900	71,970
Art in Public Places (235)						
Developer in Lieu Fees	66,182				5,025	
Investment Earnings	2,252	921	905	443	500	505
Equity Transfer				18,488		
Totals	68,434	921	905	18,931	5,525	505
General Plan Surcharge (237)						
Service Charges	88,248	55,903	59,882	55,891	54,400	56,000
Investment Earnings	22,938	7,285	6,100	2,039	1,600	1,615
Totals	111,186	63,188	65,982	57,930	56,000	57,615
Automation Surcharge (238)						
Service Charges	88,213	57,131	63,972	61,001	58,300	57,500
Investment Earnings	11,685	4,431	4,484	1,998	1,550	1,565
Totals	99,898	61,562	68,456	62,999	59,850	59,065
Hamilton Community Facilities District (241)						
Investment Earnings	3,402	1,577	229	(292)	85	86
Special Assessments	434,744	490,459	490,459	510,234	521,216	521,216
Insurance Settlement				75,000		
Totals	438,146	492,036	490,688	584,942	521,301	521,302
Hamilton Arts Center (242)						
Investment Earnings				4,279	5,400	5,450
Rental Income			307,203	290,249	303,288	327,600
Totals	0	0	307,203	294,528	308,688	333,050



Revenue Detail History by Fund

	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Pointe Marin Community Facilities District (243)						
Investment Earnings	13,493	6,871	7,232	3,208	3,000	3,030
Special Assessments	183,074	171,265	165,111	173,884	177,067	178,658
Totals	196,567	178,136	172,343	177,092	180,067	181,688
Chapter 27 Assessments (251)						
Investment Earnings	5,150	2,210	2,270	1,397	1,300	1,315
Special Assessments	5,300	663	1,622	3,837	413	394
Totals	10,450	2,873	3,892	5,234	1,713	1,709
Landscape Assessment District - San Marin (261)						
Investment Earnings	1,038	531	493	197	195	197
Special Assessments	44,650	45,234	46,071	46,933	48,400	53,605
Totals	45,688	45,765	46,564	47,130	48,595	53,802
Landscape Assessment District - Country Club (262)						
Investment Earnings	1,611	825	896	437	400	404
Totals	1,611	825	896	437	400	404
Landscape Assessment District - Wildwood Glen (263)						
Investment Earnings	124	85	66	7	8	8
Special Assessments	7,905	7,998	8,142	8,017	8,261	8,555
Totals	8,029	8,083	8,208	8,024	8,269	8,563
Landscape Assessment District - Hillside (264)						
Investment Earnings	1,074	600	675	272	275	278
Special Assessments	20,264	20,264	20,264	10,676	10,676	10,812
Totals	21,338	20,864	20,939	10,948	10,951	11,090
Landscape Assessment District - Downtown Landscape Lighting (265)						
Investment Earnings	3,114	1,704	1,900	520	375	380
Special Assessments	8,910	8,591	5,216	5,360	5,402	5,648
Totals	12,024	10,295	7,116	5,880	5,777	6,028
San Pablo Assessment District (266)						
Investment Earnings	563	417	591	309	350	355
Special Assessments	10,442	11,723	11,723	12,198	12,461	12,499
Totals	11,005	12,140	12,314	12,507	12,811	12,854
Eucalyptus Assessment District (267)						
Investment Earnings	(159)	(79)				
Special Assessments	14,169	14,169	14,211	14,253	14,253	14,253
Totals	14,010	14,090	14,211	14,253	14,253	14,253



Revenue Detail History by Fund

	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Scottsdale Assessment District (269)						
Investment Earnings	362	183	198	66	45	45
Totals	362	183	198	66	45	45
Gas Tax Fund (272)						
Intergovernmental Revenue	891,932	887,735	1,281,052	1,524,247	1,335,650	1,553,120
Investment Earnings	4,969	1,403	3,638	5,066	5,100	5,150
Totals	896,901	889,138	1,284,690	1,529,313	1,340,750	1,558,270
Proposition 12 State Park Bond Fund (273)						
Bond Proceeds			312,008			
Totals	0	0	312,008	0	0	0
Traffic Congestion Relief/AB2928 (274)						
Intergovernmental Revenue	446,590	479,662				
Investment Earnings	1,353	1,942	4,023	0	0	
Totals	447,943	481,604	4,023	0	0	0
Justice Assistance Grant (277)						
Grants		5,422		30,497	46,565	24,531
Investment Earnings	20	(28)	28			
Totals	20	5,394	28	30,497	46,565	24,531
Special Projects Fund (281)						
Investment Earnings	3,323	1,246	899	544	375	380
Donations/Contributions			10,212	20,991	26,247	10,000
Crime Prevention	240	100				
Intergovernmental Revenue	37,745	81,460	135,159	179,842	178,726	109,249
Totals	41,308	82,806	146,270	201,377	205,348	119,629
State COPS Grant Fund (282)						
Intergovernmental Revenue			100,000	100,000	100,000	100,000
Totals	0	0	100,000	100,000	100,000	100,000
State Grants Fund (283)						
Intergovernmental Revenue	70,115	371,849		1,000,000	2,813	599,560
Totals	70,115	371,849	0	1,000,000	2,813	599,560
Federal Grants Fund (284)						
Intergovernmental Revenue	36,618	763,605	816,968	1,888,320	5,309	789,357
Investment Earnings	5,567	847				
Other				1,865		
Totals	42,185	764,452	816,968	1,890,185	5,309	789,357



Revenue Detail History by Fund

	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Private Grants Fund (285)						
Investment Earnings	2,505	1,324	1,621	283	260	265
Totals	2,505	1,324	1,621	283	260	265
Pension Reserve Fund (296)						
Investment Earnings	1,135	17	18	8	5	5
Totals	1,135	17	18	8	5	5
Hamilton Trust Fund (297)						
Investment Earnings	1,524,219	712,008	610,421	432,482	488,095	502,729
Developer in Lieu Fee-Municipal Services	53,065	45,698	47,747	1,320		
Totals	1,577,284	757,706	658,168	433,802	488,095	502,729
Self Insurance Fund (298)						
Investment Earnings	25,869	10,983	92,446	7,352	6,600	6,650
Totals	25,869	10,983	92,446	7,352	6,600	6,650
Emergency and Disaster Response Reserve (299)						
Investment Earnings			328,537	1,074,081	1,434	1,300
Totals	0	0	328,537	1,074,081	1,434	1,300
Capital Projects (301)						
Intergovernmental		17,617	4,986	5,628		
Other	1,034,385	36,929	24,761	39,566		604,622
Totals	1,034,385	54,546	29,747	45,194	0	604,622
Street and Storm Drain Bond Projects (Measure B) (307)						
Investment Earnings	66,657	28,491	27,836	10,796	2,397	
Totals	66,657	28,491	27,836	10,796	2,397	0
Marin County Street Improvements/VRF (Measure B) (308)						
Intergovernmental						405,817
Totals	0	0	0	0	0	405,817
Street Improvement Projects (Measure A) (309)						
Intergovernmental	1,175,779	1,195,545	524,805	712,355	451,945	883,011
Investment Earnings	2,742	2,244	5,877	2,966	4,800	4,850
Totals	1,178,521	1,197,789	530,682	715,321	456,745	887,861
Proposition 1B Street Improvements (311)						
Intergovernmental			779,383			
Investment Earnings	24,881	5,003	5,135	4,653	735	
Totals	24,881	5,003	784,518	4,653	735	0



Revenue Detail History by Fund

	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Clean Renewable Energy Bonds (313)						
Investment Earnings	295	7	4			
Bond Proceeds	1,456,350					
Totals	1,456,645	7	4	0	0	0
Civic Center (319)						
Investment Earnings	95,232	15,755	3,289	1,497	1,100	1,110
Totals	95,232	15,755	3,289	1,497	1,100	1,110
Clean Stormwater Capital Improvement Projects (321)						
Investment Earnings	2,867	1,982	2,537	1,295	1,600	1,615
Totals	2,867	1,982	2,537	1,295	1,600	1,615
Street and Storm Drain Maintenance (322)						
Investment Earnings	8,561	4,386	4,460	1,929	1,800	1,820
Totals	8,561	4,386	4,460	1,929	1,800	1,820
Long-Term Maintenance (323)						
Investment Earnings	17,221	8,299	8,510	2,986	2,800	2,825
Energy Rebates		83,639	53,079	50,787	52,000	50,000
Totals	17,221	91,938	61,589	53,773	54,800	52,825
Development Impact Fees (327)						
Investment Earnings	295,662	147,434	422,472	73,439	70,000	70,700
- Streets & Intersections	324,292	535,204	429,561	43,453	350,000	334,280
- Recreational & Cultural Facilities	49,551	744,820	54,568	24,905	385,000	250,960
- Civic Facilities	24,986	132,954	31,797	5,672	75,000	45,000
- Transit/Bicycle Facilities	11,076	20,662	15,457	2,462	14,000	11,480
- Corporation Yard	6,961	11,811	9,309	1,095	8,000	7,200
- General Governmental Systems	9,398	59,118	14,723	3,662	34,000	19,520
- Open Space	25,199	156,745	40,977	10,296	93,000	54,280
- Drainage	31,359	106,946	59,975	38,010	92,000	106,840
Totals	778,484	1,915,694	1,078,839	202,994	1,121,000	900,260
Community Facilities Maintenance & Contingency (330)						
Investment Earnings	51,545	11,215	111,001	5,951	5,400	5,450
Totals	51,545	11,215	111,001	5,951	5,400	5,450



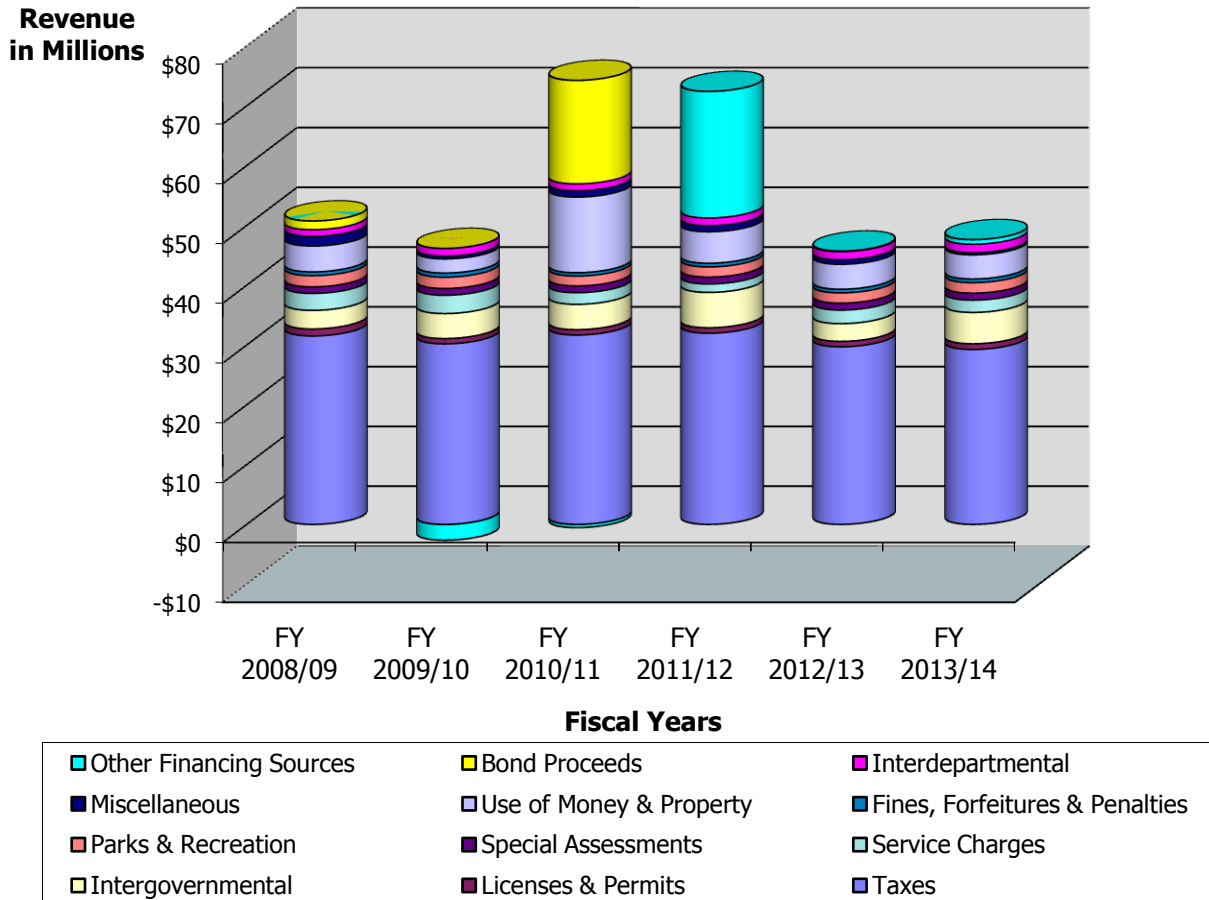
Revenue Detail History by Fund

	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Redevelopment Agency (400)						
Investment Earnings	721,381	590,942	152,326	(5,609)		
Tax Increment:						
Vintage Oaks	799,150	771,555	776,014	436,829		
Hamilton	2,826,213	2,448,799	2,377,001	1,350,964		
Downtown	1,010,605	1,106,613	1,163,123	612,319		
Bond Proceeds			17,000,000			
State Take-Away		(2,657,292)	(547,090)			
Totals	5,357,349	2,260,617	20,921,374	2,394,503	0	0
Novato Public Financing Authority Capital Projects (450)						
Investment Earnings	21,247	10,089	170,556	5,483	5,600	5,650
Rental Income	458,958	156,525	191,460	193,003	194,891	193,975
Totals	480,205	166,614	362,016	198,486	200,491	199,625
Debt Service Fund - General Obligation Bonds (501)						
Taxes	2,598,033	2,808,395	3,145,695	2,567,040	2,741,122	1,491,692
Investment Earnings	36,664	17,650	19,898	9,688	5,400	5,455
Totals	2,634,697	2,826,045	3,165,593	2,576,728	2,746,522	1,497,147
Equipment/Vehicle Maintenance (601)						
Charges to Departments	819,977	737,776	658,118	728,379	745,821	821,998
Other	6,835	1,737				
Totals	826,812	739,513	658,118	728,379	745,821	821,998
Equipment/Vehicle Replacement (605)						
Charges to Departments	291,235	553,005	487,167	572,663	624,166	603,576
Investment Earnings	77,195	30,429	116,711	19,417	19,000	19,200
Other	37,922	20,785	17,240	39,674	27,116	10,000
Totals	406,352	604,219	621,118	631,754	670,282	632,776
Furnishings, Fixtures & Equipment Fund (606)						
Investment Earnings	19	10	10	4	3	3
Totals	19	10	10	4	3	3
Marin Valley Mobile Country Club (651)						
Investment Earnings			203,311	252,809	206,556	21,000
Rental Income			2,336,241	2,322,321	2,342,963	2,329,581
Utility Reimbursements			670,037	703,884	627,437	736,234
Other			13,915	17,131		12,300
Totals	0	0	3,223,504	3,296,145	3,176,956	3,099,115
Total Revenues - All Funds	50,740,046	43,522,098	73,727,298	72,406,686	45,738,499	48,027,908

Note: Previous Actual for FY 2010/11 includes bond proceeds (Hamilton TABs); FY 2011/12 includes extraordinary gain resulting from RDA dissolution.

Revenues by Category - All Funds

	Previous Actual FY 2008/09	Previous Actual FY 2009/10	Previous Actual FY 2010/11	Previous Actual FY 2011/12	Projected Actual FY 2012/13	Adopted Budget FY 2013/14
Revenues						
Taxes	31,508,947	30,192,246	31,665,873	31,972,139	29,701,968	29,258,423
Licenses & Permits	1,169,381	885,023	895,005	910,559	903,723	945,858
Intergovernmental Revenue	3,116,321	4,178,923	4,242,161	5,916,484	3,001,537	5,273,928
Service Charges	2,836,406	3,067,037	1,950,346	1,410,647	2,271,737	2,058,249
Special Assessments	1,086,099	1,126,007	1,120,406	1,142,862	1,154,458	1,162,640
Parks, Recreation & Community Services	1,876,493	1,890,907	1,656,869	1,711,125	1,724,621	1,758,597
Fines, Forfeitures & Penalties	632,552	693,534	559,139	611,791	606,148	610,246
Money & Property	4,329,913	2,368,816	12,650,768	5,264,130	4,178,479	4,029,038
Miscellaneous Revenue	1,616,372	455,288	1,057,633	1,007,428	752,160	732,290
Interdepartmental Charges	1,111,212	1,290,781	1,145,285	1,301,042	1,369,987	1,425,574
Bond Proceeds	1,456,350	0	17,312,008	0	0	0
Other Financing Sources	0	(2,626,464)	(528,195)	21,158,479	73,681	773,065
Total Revenue - All Funds	50,740,046	43,522,098	73,727,298	72,406,686	45,738,499	48,027,908





Expenditure History by Fund

Fund #	Fund Description	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
101	General Fund	31,105,881	28,498,419	28,055,201	27,870,644	28,350,585	29,145,579
Special Revenue Funds:							
201	Measure F				164,685	451,541	801,067
205	RDA Successor Agency				52,082	207,352	160,457
211	Housing Opportunity			-	-	-	-
212	Affordable Housing Trust		15,108	-	-	-	-
219	Redevelopment Agency Housing	2,270,362	1,516,871	1,069,326	740,982	-	-
221	Clean Stormwater	172,398	172,365	132,998	163,079	163,618	163,621
226	Underground Utility			-	-	-	-
227	Parking Improvement	376	410	441	450	450	450
231	Subdivision Park Trust (Quimby Fees)			-	-	-	-
235	Art in Public Places			-	-	-	-
237	General Plan Surcharge	501,085	176,775	208,181	138,366	112,000	555,100
238	Automation Surcharge	436,982	75,814	65,666	73,294	108,490	140,201
241	Hamilton Community Facilities District	391,972	480,109	533,021	477,478	391,816	455,737
242	Hamilton Arts Center			171,630	206,080	232,847	246,000
243	Pointe Marin Community Facilities District	179,842	174,997	181,976	158,091	168,295	192,353
251	Chapter 27 Assessments			3,090	-	-	-
261	Landscape Assessment District-San Marin	47,012	45,684	54,513	46,463	57,075	51,580
262	Landscape Assessment District-Country Club			-	-	-	-
263	Landscape Assessment District-Wildwood Glen	5,942	9,518	12,825	6,793	8,335	8,269
264	Landscape Assessment District-Hillside	16,808	14,610	20,732	6,249	16,864	10,780
265	Downtown Landscape & Lighting Assessment District	843	267	1,977	1,361	2,800	3,000
266	San Pablo Assessment District	717	2,919	2,239	848	10,785	12,194
267	Eucalyptus Assessment District	14,211	14,212	14,211	14,212	14,211	14,211
269	Scottsdale Assessment District	57		-	5,382	-	-
271	SB300 (State-Local Transportation Partnership)						
272	Gas Tax	400	278	-	-	-	-
273	Proposition 12 State Park Bond			-	-	-	-
274	Traffic Congestion Relief (AB2928)			-	-	-	-
277	Justice Assistance Grants	3,883	10,026	16,866	11,807	43,785	24,531
281	Special Projects	87,575	56,669	150,611	197,631	196,840	152,356
282	State COPS Grant		25,189	157,733	39,462	62,622	100,000
283	State Grants			-	-	-	-
284	Federal Grants Fund	34,418	64,365	2,490	-	-	-
285	Private Grants			-	-	-	-
296	Pension Reserve			-	-	-	-
297	Hamilton Trust	31,315	30,892	32,726	32,372	253,729	33,000
298	Self-Insurance	2,310	8,449	-	-	-	-
299	Emergency and Disaster Response Reserve			-	-	-	-
Total Special Revenue Funds		4,198,508	2,895,527	2,833,252	2,537,167	2,503,455	3,124,907



Expenditure History by Fund

Fund #	Fund Description	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Capital Project Funds:							
301	Capital Projects	5,807,999	10,714,459	3,183,387	8,064,525	13,106,719	14,138,232
307	Measure B Street Bond Projects						
308	Marin County Measure B Street Projects						
309	Measure A Street Projects						
311	Proposition 1B Street Funds						
319	Civic Center						
321	Clean Storm Water Capital Improvement						
322	Street & Storm Drain Maintenance						
323	Long-Term Facilities Maintenance Fund						
325	Restricted Revenue						
327	Development Impact Fees						
330	Community Facilities						
331	Community Center/Performing Arts						
400	Redevelopment Agency	3,396,775	3,416,775	12,351,927	26,968,849	-	-
450	Novato Public Financing Authority Capital Projects	320,655	120,656	146,362	124,266	89,850	90,000
	Total Capital Projects Funds	9,525,429	14,251,890	15,681,676	35,157,640	13,196,569	14,228,232
Debt Service Funds:							
501	Debt Service Fund - General Obligation Bonds	2,806,116	2,806,116	2,805,559	2,806,810	2,817,340	2,375,629
503	Debt Service Fund - Pension Obligation Bonds	929,381	986,451	1,027,266	1,071,021	1,110,984	1,154,424
	Total Debt Service Funds	3,735,497	3,792,567	3,832,825	3,877,831	3,928,324	3,530,053
Proprietary Funds							
601	Equipment/Vehicle Maintenance	770,921	770,921	753,588	801,281	730,441	809,723
605	Equipment/Vehicle Replacement	1,022,902	1,052,827	814,058	910,307	831,215	1,038,601
606	Furnishings and Equipment	3,768					
651	Marin Valley Mobile Country Club	2,120,363	2,158,509	2,160,949	2,411,543	3,043,196	2,478,204
	Total Internal Service Funds	3,917,954	3,982,257	3,728,595	4,123,131	4,604,852	4,326,528
TOTALS		52,483,269	53,420,660	54,131,549	73,458,030	52,254,339	54,355,299



Department Expenditure Report - All Funds

Department	Previous Actual 2008/09	Previous Actual 2009/10	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
<u>Operating Departments</u>						
Central Administration	1,104,157	1,273,474	1,445,464	1,254,629	1,298,631	1,525,555
Administrative Services	4,958,174	4,462,739	4,616,113	4,819,749	5,031,988	4,521,345
Police	11,757,388	11,443,359	11,328,694	11,524,049	11,821,284	12,006,835
Community Development	2,807,242	2,071,528	1,725,811	1,777,266	1,953,310	2,128,242
Public Works	6,602,869	5,992,003	6,065,325	5,609,738	5,380,116	5,956,906
Parks, Recreation & Community Services	3,876,051	3,255,316	2,873,810	2,885,213	2,865,256	3,006,696
Redevelopment Agency	5,667,137	4,933,646	13,421,253	27,709,831		
Successor Agency to Dissolved RDA				52,082	207,352	160,457
Hamilton & Pointe Marin CFD Maintenance	571,814	655,106	714,997	635,569	560,111	648,090
Measure F Sales Tax				164,685	451,541	801,067
Internal Service	1,797,591	1,823,748	1,567,646	1,711,588	1,561,656	1,848,324
<u>Other Departments (Non-Operating)</u>						
Assessment Districts	257,988	259,575	239,495	244,387	273,688	263,655
Capital Projects	6,128,654	10,835,115	3,329,749	8,188,791	13,196,569	14,228,232
Debt Service	3,735,497	3,792,567	3,832,825	3,877,831	3,928,324	3,530,053
Special Police Projects/Police Grants	91,458	66,695	167,477	209,438	240,625	176,887
State COPS		25,189	157,733	39,462	62,622	100,000
Enterprise Funds	2,120,363	2,158,509	2,160,949	2,411,543	3,043,196	2,478,204
Other	1,006,886	372,091	484,208	342,179	378,070	974,751
TOTALS	52,483,269	53,420,660	54,131,549	73,458,030	52,254,339	54,355,299



Comprehensive Funds Summary

Fund #	Fund Description	Projected	Adopted Budget FY 13/14			Budgeted
		Fund Balance 6/30/13	Revenues	Expenditures	Net Transfers	Fund Balance 6/30/14
Governmental Funds						
101	General Fund	0	28,902,308	(29,145,579)	(4,110,115)	(4,353,386)
	Unspent Appropriations					500,000
	Loan Repayment from Hamilton CFD					42,836
	Use of Bond Proceeds for City Admin CIP Project					3,810,550
Special Revenue Funds						
201	Measure F	7,989,335	4,441,394	(801,067)	(343,086)	11,286,576
205	RDA Successor Agency	(24,200)	167,459	(160,457)	(3,591)	(20,789)
211	Housing Opportunity	2,069,518	3,030	0	0	2,072,548
212	Affordable Housing Trust	624,778	2,363	0	0	627,141
221	Clean Stormwater	1,614	357,031	(163,621)	(195,000)	24
226	Underground Utility	942,883	5,555	0	(257,433)	691,005
227	Parking Improvement	81,951	485	(450)	(83,000)	(1,014)
231	Subdivision Park Trust (Quimby Fees)	1,276,133	71,970	0	(230,234)	1,117,869
235	Art in Public Places	93,881	505	0	(64,616)	29,770
237	General Plan Surcharge	299,899	57,615	(555,100)	300,000	102,414
238	Automation Surcharge	287,731	59,065	(140,201)	(2,656)	203,939
241	Hamilton Community Facilities District	(264,388)	521,302	(455,737)	5,660	(193,163)
242	Hamilton Arts Center	1,047,984	333,050	(246,000)	0	1,135,034
243	Pointe Marin Community Facilities District	568,434	181,688	(192,353)	(6,306)	551,463
251	Chapter 27 Assessments	232,115	1,709	0	(6,920)	226,904
261	Landscape Assessment District-San Marin	25,472	53,802	(51,580)	0	27,694
262	Landscape Assessment District-Country Club	68,485	404	0	0	68,889
263	Landscape Assessment District-Wildwood Glen	1,677	8,563	(8,269)	0	1,971
264	Landscape Assessment District-Hillside	48,628	11,090	(10,780)	0	48,938
265	Downtown Landscape & Lighting	93,116	6,028	(3,000)	0	96,144
266	San Pablo Assessment District	62,244	12,854	(12,194)	(50,000)	12,904
267	Eucalyptus Assessment District	103	14,253	(14,211)	0	145
269	Scottsdale Assessment District	9,886	45	0	0	9,931
272	Gas Tax	1,051,608	1,558,270	0	(2,543,155)	66,723
277	Justice Assistance Grants	0	24,531	(24,531)	0	0
281	Police Special Projects	141,339	119,629	(152,356)	7,000	115,612
282	State COPS Grant	319,523	100,000	(100,000)	0	319,523
283	State Grants	0	599,560	0	(599,560)	0
284	Federal Grants	0	789,357	0	(789,357)	0
285	Private Grants	20,764	265	0	0	21,029
296	Pension Reserve	1,363	5	0	0	1,368
297	Hamilton Trust	32,805,285	502,729	(33,000)	(351,910)	32,923,104
298	Self-Insurance	1,197,096	6,650	0	(195,000)	1,008,746
299	Emergency and Disaster Response Reserve	6,343,558	1,300	0	(201,200)	6,143,658
	Special Revenue Funds Total	57,417,815	10,013,556	(3,124,907)	(5,610,364)	58,696,100



Comprehensive Funds Summary

Fund #	Fund Description	Projected Fund Balance 6/30/13	Adopted Budget FY 13/14		Net Transfers	Budgeted Fund Balance 6/30/14
			Revenues	Expenditures		
Capital Project Funds						
301	Capital Projects	(370,293)	604,622	(14,138,232)	13,533,610	(370,293)
308	Marin County Measure B Street Projects	0	405,817	0	0	405,817
309	Street Improvement Project Fund (Meas. A)	1,265,787	887,861	0	(1,864,482)	289,166
319	Civic Center	236,062	1,110	0	(37,800)	199,372
321	Clean Storm Water Capital Improvement	307,799	1,615	0	(264,787)	44,627
322	Street & Storm Drain Maintenance	298,483	1,820	0	(35,320)	264,983
323	Long-Term Maintenance	356,371	52,825	0	(69,978)	339,218
327	Development Impact Fees	12,748,178	900,260	0	(2,461,260)	11,187,178
330	Community Facilities Maint. & Contingency	813,073	5,450	0	(434,129)	384,394
450	Novato Public Finance Auth. Capital Projects	(440,485)	199,625	(90,000)	(13,000)	(343,860)
Capital Projects Funds Total		15,214,975	3,061,005	(14,228,232)	8,352,854	12,400,602
Debt Service Funds						
501	Debt Service - General Obligation Bonds	2,503,208	1,497,147	(2,375,629)	0	1,624,726
503	Debt Service - Pension Obligation Bonds	0	0	(1,154,424)	1,154,424	0
Debt Service Funds Total		2,503,208	1,497,147	(3,530,053)	1,154,424	1,624,726
Proprietary Funds						
601	Equipment/Vehicle Maintenance	(388,981)	821,998	(809,723)	(12,275)	(388,981)
605	Equipment/Vehicle Replacement	6,268,990	632,776	(1,038,601)	225,476	6,088,641
606	Furnishings and Equipment	795	3	0	0	798
651	Marin Valley Mobile Country Club	10,247,443	3,099,115	(2,478,204)	0	10,868,354
Internal Service Funds Total		16,128,247	4,553,892	(4,326,528)	213,201	16,568,812
Fiduciary Funds:		7,883,692				7,836,192
Agency Funds Total		7,883,692		0	0	7,836,192
Grand Total All Funds		99,147,937	48,027,908	(54,355,299)	0	92,773,046



Five Year General Fund Budget Projections

	<u>FY 12/13</u> <u>Projected</u> <u>Actual</u>	<u>FY 13/14</u> <u>Adopted</u> <u>Budget</u>	<u>FY 14/15</u> <u>Projected</u>	<u>FY 15/16</u> <u>Projected</u>	<u>FY 16/17</u> <u>Projected</u>	<u>FY 17/18</u> <u>Projected</u>	<u>FY 18/19</u> <u>Projected</u>
<i>REVENUES & OTHER FINANCING SOURCES</i>	29,411,526	30,318,191	30,887,121	31,534,928	32,352,879	33,181,034	34,031,793
<i>APPROPRIATIONS & OTHER FINANCING USES</i>	<u>39,230,506</u>	<u>35,023,487</u>	<u>31,899,366</u>	<u>32,435,669</u>	<u>33,296,266</u>	<u>34,231,168</u>	<u>35,172,525</u>
SUBTOTAL REVENUES OVER/ (UNDER)							
APPROPRIATIONS	(9,818,980)	(4,705,296)	(1,012,245)	(900,741)	(943,387)	(1,050,134)	(1,140,732)
<i>INTERFUND LOAN REPAYMENT</i>	9,287,981	3,853,386	30,000	30,000	30,000	30,000	30,000
<i>UNSPENT APPROPRIATIONS</i>		<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>
BEGINNING FUND BALANCE							
REVENUES OVER/ (UNDER)							
APPROPRIATIONS	(530,999)	(351,910)	(482,245)	(370,741)	(413,387)	(520,134)	(610,731)
USE OF MEASURE F TO FUND DEFICIT	530,999	351,910	482,245	370,741	413,387	520,134	610,731



General Fund Five Year Revenue Projections

	FY 12/13 Projected Actual	FY 13/14 Adopted Budget	FY 14/15 Projected	FY 15/16 Projected	FY 16/17 Projected	FY 17/18 Projected	FY 18/19 Projected
<i>PROPERTY TAXES</i>	12,713,288	13,201,397	13,568,954	13,971,676	12,301,057	12,665,654	13,041,057
<i>SALES AND USE TAX</i>	6,176,343	6,388,143	6,648,487	6,847,941	9,138,757	9,412,921	9,695,310
<i>OTHER TAXES</i>	3,664,652	3,765,087	3,788,945	3,959,887	4,059,168	4,148,192	4,239,168
<i>LICENSES AND PERMITS</i>	903,723	945,858	964,586	983,781	1,003,358	1,023,325	1,043,689
<i>INTERGOVERNMENTAL REVENUE</i>	691,860	666,355	523,834	234,073	236,413	238,777	241,165
<i>SERVICE CHARGES</i>	2,750,725	2,808,686	2,722,648	2,772,388	2,823,038	2,874,612	2,927,128
<i>FINES & FORFEITURES</i>	606,148	610,246	616,348	622,512	628,737	635,024	641,374
<i>USE OF MONEY & PROPERTY</i>	446,044	458,868	463,457	468,091	472,772	477,500	482,275
<i>MISC. REVENUE</i>	46,476	57,668	60,068	60,068	60,068	60,068	60,068
<i>OTHER FINANCING SOURCES</i>	<u>1,412,267</u>	<u>1,415,883</u>	<u>1,529,794</u>	<u>1,614,511</u>	<u>1,629,511</u>	<u>1,644,961</u>	<u>1,660,557</u>
TOTAL	<u>29,411,526</u>	<u>30,318,191</u>	<u>30,887,121</u>	<u>31,534,928</u>	<u>32,352,879</u>	<u>33,181,034</u>	<u>34,031,793</u>

Revenue Assumptions:

Most revenue sources estimated to remain flat or increase by 1% in FY 13/14, then increase between 1% and 3% annually.

Use of money and property increases approximately 1% annually

Hamilton Trust Funds earnings available to the General Fund increase an average of 3%



General Fund Five Year Appropriations Projections

	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
	<u>Projected</u>	<u>Adopted</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>	<u>Projected</u>
	<u>Actual</u>	<u>Budget</u>					
<i>PERSONNEL</i>	20,535,653	21,318,645	21,984,430	22,206,251	22,790,897	23,316,836	23,958,049
<i>CONTRACT SERVICES</i>	2,625,177	2,641,390	2,560,978	2,686,502	2,692,165	2,820,969	2,898,546
<i>MATERIALS & SUPPLIES</i>	5,189,755	5,185,544	5,450,517	5,562,975	5,748,763	5,941,422	6,104,811
<i>OTHER FINANCING USES</i>	<u>10,879,921</u>	<u>5,877,908</u>	<u>1,903,441</u>	<u>1,979,941</u>	<u>2,064,441</u>	<u>2,151,941</u>	<u>2,211,119</u>
TOTAL	<u>39,230,506</u>	<u>35,023,487</u>	<u>31,899,366</u>	<u>32,435,669</u>	<u>33,296,266</u>	<u>34,231,168</u>	<u>35,172,525</u>

Expenditure Assumptions:

Expenditure projections assume no new programs or additional staff over the five year period, except for grant-funded positions
 Payroll expenditures increase 3.8% in FY 13/14 due to 1.5% COLAs, step increases, and increased PERS costs
 Payroll expenditures increase 1.85% beginning FY 14/15 due to COLAs and step increases, with an additional 2-3% for PERS retirement costs
 Most operating expenditures increase 2.5%; utilities and insurance increase 5% annually
 Annual transfer to Long-Term Maintenance fund - FY 12/13 \$150K; FY 13/14 on \$300K



Fund	City of Novato Department/Function Matrix	Department/Function								
		General Government	Public Safety	Transportation	Community Development	Culture & Recreation	Economic Development	Debt Service	Internal Services	Other Financing Uses
101 General Fund										
	Central Administration	❖					❖			
	Administrative Services	❖					❖	❖		
	Police		❖					❖		
	Community Development				❖					
	Public Works		❖	❖	❖	❖			❖	
	Parks, Recreation & Community Services					❖				
	Operating Transfers									❖
Special Revenue Funds										
201	Measure F Sales Tax Fund		❖	❖	❖	❖				
205	RDA Successor Agency	❖					❖			
211	Housing Opportunity Fund						❖			
212	Affordable Housing Trust Fund	❖								❖
221	Clean Stormwater Fund	❖		❖	❖					❖
226	Underground Utilities									❖
227	Parking Improvement Fund		❖							❖
231	Subdivision Park Fund (Quimby)					❖		❖		❖
234	Hamilton Recreational/Environmental Fund									❖
235	Art in Public Places Fund									❖
237	General Plan Surcharge Fund				❖					
238	Automation Surcharge Fund				❖					
241	Hamilton CFD Maintenance Fund	❖		❖	❖					❖
242	Hamilton Arts Center					❖				❖
243	Pointe Marin CFD Maintenance Fund			❖						
251	Chapter 27 Assessments Fund			❖	❖		❖	❖		❖
261	Landscaping Assessment District-San Marin	❖		❖						
262	Landscaping Assessment District-Country Club	❖		❖						
263	Landscaping Assessment District-Wildwood Glen	❖		❖						
264	Landscaping Assessment District-Hillside	❖		❖						
265	Lighting & Landscaping District-Downtown	❖		❖						
266	Landscaping Assessment District-San Pablo			❖						
267	Eucalyptus Ave Assessment District							❖		❖
269	Scottsdale Assessment District			❖						
272	State Gas Tax Fund						❖			❖
273	State Prop 12 & 40 Park Bonds Fund									❖
277	Local Law Enforcement Block Grants		❖			❖				



City of Novato Department/Function Matrix		Department/Function								
		General Government	Public Safety	Transportation	Community Development	Culture & Recreation	Economic Development	Debt Service	Internal Services	Other Financing Uses
Fund										
Special Revenue Funds										
281	Special Police Projects		❖							❖
282	State COPS Grant		❖							
283	State Grants Fund				❖					❖
284	Federal Grants Fund									❖
285	Private Grants Fund									❖
296	Pension Reserve Fund									❖
297	Hamilton Trust Fund	❖								❖
298	Insurance Reserve Fund	❖								❖
299	Emergency & Disaster Response Fund									❖
Capital Projects Funds										
301	Capital Projects Fund		❖	❖	❖	❖	❖		❖	❖
307	Street Improvement Bonds (Measure B 2007)									❖
308	Marin County Measure B Street Projects									❖
309	Street Improvement Fund (Measure A)									❖
311	Proposition 1B Street Projects			❖						❖
319	Civic Center Fund			❖				❖		❖
321	Clean Stormwater Capital Improvement Fund									❖
322	Street & Storm Drain Maintenance Fund			❖						❖
323	Long Term Maintenance									❖
325	Restricted Revenue Fund									❖
327	Development Impact Fees Fund									❖
330	Community Facilities Maintenance & Contingency					❖		❖		❖
450	City of Novato Public Financing Authority	❖				❖	❖	❖		❖
Debt Service Funds										
501	General Obligations Bonds	❖						❖		
503	Pension Obligation Bonds							❖		
Proprietary Funds										
601	Equipment Maintenance								❖	
605	Equipment Replacement							❖	❖	❖
606	Furnishings, Fixtures & Equipment Replacement Fund					❖			❖	❖
651	Marin Valley Mobile Country Club	❖							❖	❖



General Fund Expenditures by Department - FY 1968/69 - FY 2013/14

	1968/69	1969/70	1970/71	1971/72	1972/73	1973/74	1974/75
Central Administration	233,760	256,996	279,268	323,541	395,075	479,149	877,776
Police	335,843	384,944	449,782	490,281	561,749	631,432	728,247
Community Development	410,122	439,557	490,085	499,367	549,231	598,373	620,515
Parks & Recreation	126,206	162,985	193,194	128,344	253,463	288,056	382,304
Total	1,105,931	1,244,482	1,412,329	1,441,533	1,759,518	1,997,010	2,608,842
	1975/76	1976/77	1977/78	1978/79	1979/80	1980/81	1981/82
Central Administration	823,782	1,014,570	779,420	1,014,850	777,131	875,940	654,152
Police	897,662	916,381	1,303,430	1,412,840	1,533,699	1,893,586	2,024,423
Community Development	837,788	810,176	1,077,274	1,050,071	1,138,801	1,779,081	2,301,814
Parks & Recreation	438,656	523,404	688,490	646,296	721,333	617,054	581,167
Total	2,997,888	3,264,531	3,848,614	4,124,057	4,170,964	5,165,661	5,561,556
	1982/83	1983/84	1984/85	1985/86	1986/87	1987/88	1988/89
Central Administration	870,157	797,174	990,557	835,420	921,671	1,511,353	1,701,016
Police	2,244,675	2,515,613	2,869,413	3,206,149	3,487,613	3,786,569	4,184,061
Community Development	1,977,809	2,130,849	2,440,390	2,796,187	3,005,381	2,964,058	3,697,669
Parks & Recreation	487,714	494,166	610,022	674,771	769,606	829,526	925,281
Non-Departmental				326,379	861,812	208,901	316,028
Total	5,580,355	5,937,802	6,910,382	7,838,906	9,046,083	9,300,407	10,824,055
	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96
Central Administration	1,729,330	2,012,981	1,799,603	1,983,021	2,942,843	2,874,911	989,152
Administrative Services							1,770,532
Police	4,264,639	5,077,281	5,254,669	5,426,180	5,486,269	5,686,940	5,956,294
Community Development	3,560,456	3,808,787	5,986,306	5,409,021	5,740,389	5,254,657	6,487,778
Parks & Recreation	1,022,227	1,220,658	1,476,154	1,661,664	1,705,225	1,871,522	2,044,802
Non-Departmental	306,776	434,679	735,482	885,210			
Total	10,883,428	12,554,386	15,252,214	15,365,096	15,874,726	15,688,030	17,248,558
	1996/97	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03
Central Administration	1,301,901	1,546,670	1,079,906	1,160,818	1,017,964	1,077,661	1,236,925
Administrative Services	2,551,783	2,701,128	2,685,246	3,421,698	3,386,983	3,836,123	3,330,843
Police	6,560,035	6,791,054	7,062,275	7,516,538	8,093,612	8,778,409	8,851,720
Community Development	5,928,329	7,084,260	7,178,431	8,040,275	8,526,439	8,659,808	3,092,851
Public Works							5,717,430
Parks & Recreation	2,465,436	2,228,022	2,504,218	3,006,878	2,705,871	3,426,998	3,251,485
Total	18,807,484	20,351,134	20,510,076	23,146,207	23,730,869	25,778,999	25,481,254
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Central Administration	1,310,387	1,348,771	1,464,760	1,449,097	1,586,450	1,104,157	1,273,474
Administrative Services	3,632,190	3,734,286	4,033,927	4,349,783	4,464,997	4,958,174	4,462,739
Police	9,938,760	11,056,634	11,313,464	12,154,720	12,274,264	11,757,388	11,443,359
Community Development	2,914,967	2,824,892	2,648,378	2,863,585	2,605,456	2,807,242	2,071,528
Public Works	6,113,510	5,673,962	5,503,657	7,184,724	6,721,376	6,602,869	5,992,003
Parks & Recreation	3,562,217	3,699,750	3,502,495	3,967,015	3,845,486	3,876,051	3,255,316
Total	27,472,031	28,338,295	28,466,681	31,968,924	31,498,029	31,105,881	28,498,419
	2010/11	2011/12	2012/13	2013/14			
Central Administration	1,445,464	1,254,629	1,298,631	1,525,555			
Administrative Services	4,616,113	4,819,749	5,031,988	4,521,345			
Police	11,328,694	11,524,049	11,821,284	12,006,835			
Community Development	1,725,811	1,777,266	1,953,310	2,128,242			
Public Works	6,065,325	5,609,738	5,380,116	5,956,906			
Parks & Recreation	2,873,810	2,885,213	2,865,256	3,006,696			
Total	28,055,217	27,870,644	28,350,585	29,145,579			



**General Fund Expenditures by Department - FY 1968/69 - FY 2013/14
(As a percentage)**

	1968/69	1969/70	1970/71	1971/72	1972/73	1973/74	1974/75
Central Administration	21.14%	20.65%	19.77%	22.44%	22.45%	23.99%	33.65%
Police	30.37%	30.93%	31.85%	34.01%	31.93%	31.62%	27.91%
Community Development	37.08%	35.32%	34.70%	34.64%	31.21%	29.96%	23.79%
Parks & Recreation	11.41%	13.10%	13.68%	8.90%	14.41%	14.42%	14.65%
	1975/76	1976/77	1977/78	1978/79	1979/80	1980/81	1981/82
Central Administration	27.48%	31.08%	20.25%	24.61%	18.63%	16.96%	11.76%
Police	29.94%	28.07%	33.87%	34.26%	36.77%	36.66%	36.40%
Community Development	27.95%	24.82%	27.99%	25.46%	27.30%	34.44%	41.39%
Parks & Recreation	14.63%	16.03%	17.89%	15.67%	17.29%	11.95%	10.45%
	1982/83	1983/84	1984/85	1985/86	1986/87	1987/88	1988/89
Central Administration	15.59%	13.43%	14.33%	10.66%	10.19%	16.25%	15.72%
Police	40.22%	42.37%	41.52%	40.90%	38.55%	40.71%	38.66%
Community Development	35.44%	35.89%	35.31%	35.67%	33.22%	31.87%	34.16%
Parks & Recreation	8.74%	8.32%	8.83%	8.61%	8.51%	8.92%	8.55%
Non-Departmental				4.16%	9.53%	2.25%	2.92%
	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96
Central Administration	15.89%	16.03%	11.80%	12.91%	18.54%	18.33%	5.73%
Administrative Services							10.26%
Police	39.18%	40.44%	34.45%	35.31%	34.56%	36.25%	34.53%
Community Development	32.71%	30.34%	39.25%	35.20%	36.16%	33.49%	37.61%
Parks & Recreation	9.39%	9.72%	9.68%	10.81%	10.74%	11.93%	11.85%
Non-Departmental	2.82%	3.46%	4.82%	5.76%			
	1996/97	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03
Central Administration	6.92%	7.60%	5.27%	5.02%	4.29%	4.18%	4.85%
Administrative Services	13.57%	13.27%	13.09%	14.78%	14.27%	14.88%	13.07%
Police	34.88%	33.37%	34.43%	32.47%	34.11%	34.05%	34.74%
Community Development	31.52%	34.81%	35.00%	34.74%	35.93%	33.59%	12.14%
Public Works							22.44%
Parks & Recreation	13.11%	10.95%	12.21%	12.99%	11.40%	13.29%	12.76%
	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10
Central Administration	4.77%	4.76%	5.15%	4.53%	5.04%	3.55%	4.47%
Administrative Services	13.22%	13.18%	14.17%	13.61%	14.18%	15.94%	15.66%
Police	36.18%	39.02%	39.74%	38.02%	38.97%	37.80%	40.15%
Community Development	10.61%	9.97%	9.30%	8.96%	8.27%	9.02%	7.27%
Public Works	22.25%	20.02%	19.33%	22.47%	21.34%	21.23%	21.03%
Parks & Recreation	12.97%	13.06%	12.30%	12.41%	12.21%	12.46%	11.42%
	2010/11	2011/12	2012/13	2013/14			
Central Administration	5.15%	4.50%	4.58%	5.23%			
Administrative Services	16.45%	17.29%	17.75%	15.51%			
Police	40.38%	41.35%	41.70%	41.20%			
Community Development	6.15%	6.38%	6.89%	7.30%			
Public Works	21.62%	20.13%	18.98%	20.44%			
Parks & Recreation	10.24%	10.35%	10.11%	10.32%			



Personnel Allocations

ADOPTED
BUDGET

2013/14

DEPARTMENT	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	ADOPTED BUDGET 2013/14
<u>CENTRAL ADMINISTRATION</u>							
City Manager							
City Manager	0.60	0.60	0.60	0.60	0.60	0.85	0.95
Assistant to the City Manager	0.90	0.90	0.75	0.85	--	--	--
Public Communications Coordinator	--	--	--	--	--	1.00	1.00
Sr. Management Analyst	--	--	--	0.85	1.00	--	--
Management Analyst I	--	--	--	--	0.10	0.10	0.15
Sr Administrative Clerk	--	--	--	1.00	1.00	--	--
Executive Secretary	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Subtotal	2.20	2.20	2.05	4.00	3.40	2.65	2.80
City Clerk							
City Clerk	1.00	1.00	1.00	1.00	1.00	0.90	0.90
Executive Secretary	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Word Processor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Clerk II	1.00	1.00	--	--	--	--	--
Subtotal	3.30	3.30	2.30	2.30	2.30	2.20	2.20
TOTAL CENTRAL ADMINISTRATION	5.50	5.50	4.35	6.30	5.70	4.85	5.00
<u>ADMINISTRATIVE SERVICES</u>							
Administration							
Assistant City Manager	0.70	0.70	0.70	0.60	0.65	0.80	0.95
Management Analyst I	0.25	0.30	0.30	0.20	0.45	0.45	0.55
Subtotal	0.95	1.00	1.00	0.80	1.10	1.25	1.50
Human Resources							
Deputy Director, Admin Services	0.70	0.70	0.70	--	--	--	--
Human Resources Manager	--	--	--	1.00	0.90	0.90	0.90
Human Resources Analyst	--	1.00	1.00	1.00	0.80	0.80	0.80
Administrative Clerk II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Management Analyst II	--	--	--	0.50	0.25	0.25	0.25
Subtotal	1.00	2.70	2.70	3.50	2.95	2.95	2.95
Finance							
Finance Manager	1.00	1.00	1.00	1.00	1.00	0.80	0.85
Accounting Supervisor	--	--	--	--	--	0.80	0.85
Accountant/Analyst	1.00	1.00	1.00	1.00	1.00	--	--
Purchasing Agent	1.00	1.00	1.00	--	--	--	--
Payroll Technician	--	1.00	1.00	1.00	1.00	1.00	1.00
Senior Account Clerk	1.00	--	--	3.00	3.00	3.00	3.00
Account Clerk II	1.60	1.60	1.60	--	--	--	--
Subtotal	5.60	5.60	5.60	6.00	6.00	5.60	5.70
Information Technology Services							
Deputy Director, Admin Services	0.22	0.22	0.22	--	--	--	--
Information Technology Manager	--	0.80	0.80	0.85	0.85	1.00	1.00
Database Coordinator	0.80	--	--	--	--	1.00	1.00
Management Analyst II	--	--	--	0.10	--	--	--
Information Systems Assistant	1.50	1.50	1.00	1.00	1.00	1.00	1.00
Subtotal	2.52	2.52	2.02	1.95	1.85	3.00	3.00
Reprographics							
Information Technology Manager	0.05	0.05	0.05	--	--	--	--
Reprographic Assistant	1.00	1.00	0.50	--	--	--	--
Subtotal	1.05	1.05	0.55	0.00	0.00	0.00	0.00



Personnel Allocations

<u>DEPARTMENT</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>ADOPTED BUDGET 2013/14</u>
Citywide Programs							
Deputy Director, Admin Services	0.08	0.08	0.08	--	--	--	--
Human Resources Manager	--	--	--	--	0.10	0.10	0.10
Information Technology Manager	0.15	0.15	0.15	0.15	0.15	--	--
Human Resources Analyst	--	--	--	--	0.20	0.20	0.20
Information Systems Assistant	0.50	0.50	--	--	--	--	--
Subtotal	0.73	0.73	0.23	0.15	0.45	0.30	0.30
TOTAL ADMINISTRATIVE SERVICES	13.55	13.60	12.10	12.40	12.35	13.10	13.45
<u>POLICE</u>							
Administration							
Police Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Captain	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Sergeant	1.00	1.00	1.00	--	--	--	--
Emergency Services Manager	1.00	1.00	--	--	--	--	--
Sr Management Analyst	--	--	--	--	0.75	0.75	0.75
Management Analyst	0.63	0.63	0.63	0.63	--	--	--
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	6.63	6.63	5.63	4.63	4.75	4.75	4.75
Technical Services							
Technical Services Manager	1.00	1.00	--	--	--	--	--
Evidence Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Dispatch Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Sr Dispatcher	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Dispatcher	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Records Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Specialist	3.00	3.00	3.00	3.00	2.00	2.00	2.00
Subtotal	16.00	16.00	15.00	15.00	14.00	14.00	14.00
Professional Standards							
Sergeant	1.00	1.00	1.00	2.00	1.00	1.00	1.00
Subtotal	1.00	1.00	1.00	2.00	1.00	1.00	1.00
Crime Prevention							
Community Service Officer	1.00	1.00	1.00	--	--	--	--
Subtotal	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Criminal Investigations							
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Officer	5.00	5.00	5.00	5.00	4.00	4.00	4.00
Administrative Assistant	1.00	1.00	1.00	--	--	--	--
Subtotal	7.00	7.00	7.00	6.00	5.00	5.00	5.00
Patrol Administration & Operations							
Lieutenant	2.00	3.00	3.00	3.00	2.00	2.00	2.00
Sergeant	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Corporal	--	--	--	--	2.00	2.00	2.00
Officer	31.00	31.00	31.00	30.00	29.00	28.00	28.00
K-9 Officer	2.00	2.00	2.00	2.00	2.00	3.00	3.00
Community Services Officer	1.00	1.00	--	--	--	--	--
Subtotal	42.00	43.00	42.00	41.00	41.00	41.00	41.00



Personnel Allocations

ADOPTED
BUDGET

<u>DEPARTMENT</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>
Traffic							
Sergeant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Officer	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Community Services Officer	1.00	1.00	1.00	--	--	--	--
Subtotal	5.00	5.00	5.00	4.00	4.00	4.00	4.00
Special Police Services							
Sergeant-High Tech Crimes Task Force	1.00	--	--	--	--	--	--
Officer-Major Crimes Task Force	--	--	--	1.00	1.00	1.00	1.00
Officer-COPE Grant	--	--	--	1.00	0.67	1.00	1.00
Corporal-NRT (Federal COPS Grant)	--	--	--	--	--	1.00	1.00
Officer-NRT (Federal COPS Grant)	--	--	--	--	--	2.00	2.00
Subtotal	1.00	0.00	0.00	2.00	1.67	5.00	5.00
Youth Services							
Officer	2.00	2.00	2.00	1.00	--	--	--
Subtotal	2.00	2.00	2.00	1.00	0.00	0.00	0.00
TOTAL POLICE	81.63	81.63	78.63	75.63	71.42	74.75	74.75
<u>COMMUNITY DEVELOPMENT</u>							
Administration							
Community Development Director	0.53	0.53	0.73	0.73	0.70	0.80	0.80
Management Analyst	0.85	--	--	--	--	--	--
Subtotal	1.38	0.53	0.73	0.73	0.70	0.80	0.80
Code Enforcement							
Supervising Code Compliance Officer	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Senior Code Compliance Officer	1.00	0.95	0.95	--	--	--	--
Code Compliance Officer	0.95	1.00	1.00	1.00	1.00	1.00	1.00
Housing Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Management Analyst	0.05	--	--	--	--	--	--
Office Supervisor	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Senior Administrative Clerk	--	0.15	0.15	0.10	0.10	0.10	--
Administrative Clerk II	0.15	--	--	--	--	--	--
Subtotal	4.15	4.10	4.10	3.10	3.10	3.10	3.00
Planning							
Community Development Director	0.40	0.40	0.20	0.20	0.20	0.20	0.20
Deputy Director	--	1.00	1.00	--	--	--	--
Planning/Environmental Svcs Manager	1.00	--	--	1.00	1.00	1.00	1.00
Principal Planner	1.25	1.25	1.00	--	--	--	1.00
Senior Planner	3.00	3.00	2.00	1.50	1.50	2.00	2.00
Planner I & II	3.00	3.00	1.50	1.00	1.00	2.00	1.00
Management Analyst	0.05	--	--	--	--	--	--
Senior Administrative Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Account Clerk	0.50	0.50	0.50	--	--	--	--
Subtotal	10.20	10.15	7.20	4.70	4.70	6.20	6.20



Personnel Allocations

<u>DEPARTMENT</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>ADOPTED BUDGET 2013/14</u>
Clerical Services							
Office Supervisor	0.45	0.45	0.45	0.45	0.45	0.45	0.50
Senior Administrative Clerk	--	2.10	1.35	0.90	0.90	0.45	1.00
Administrative Clerk II	2.10	--	--	--	--	0.45	1.00
Word Processor	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Subtotal	3.05	3.05	2.30	1.85	1.85	1.85	3.00
Building							
Chief Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Management Analyst	0.05	--	--	--	--	--	--
Senior Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector I & II	3.00	3.00	2.00	2.00	2.00	2.00	2.00
Supervising Code Compliance Officer	0.05	0.05	0.05	0.05	0.05	0.05	--
Sr Code Compliance Officer	0.05	0.05	0.05	--	--	--	--
Office Supervisor	0.50	0.50	0.50	0.50	0.50	0.50	--
Senior Administrative Clerk	--	0.75	0.75	0.50	0.50	0.25	--
Administrative Clerk II	0.75	--	--	--	--	0.25	--
Senior Account Clerk	0.20	0.20	0.20	--	--	--	--
Subtotal	6.60	6.55	5.55	5.05	5.05	5.05	4.00
General Plan Surcharge							
Principal Planner	0.75	0.75	1.00	1.00	--	--	--
Senior Planner	--	--	--	--	1.00	--	--
Planner II	--	--	--	--	--	--	0.40
Subtotal	0.75	0.75	1.00	1.00	1.00	0.00	0.40
Automation Surcharge							
Planner II	--	--	--	--	--	--	0.40
Office Supervisor	--	--	--	--	--	--	0.50
Senior Administrative Clerk	--	--	0.75	0.50	0.50	0.25	--
Administrative Clerk II	--	--	--	--	--	0.25	--
Subtotal	0.00	0.00	0.75	0.50	0.50	0.50	0.90
TOTAL COMMUNITY DEVELOPMENT	26.13	25.13	21.63	16.93	16.90	17.50	18.30
<u>PUBLIC WORKS</u>							
Engineering and Traffic Administration							
Public Works Director	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Principal Civil Engineer	0.05	0.05	0.15	0.15	--	--	--
Principal Engineering Technician	0.70	--	--	--	0.30	0.30	0.30
Senior Engineering Technician	0.20	0.20	0.20	0.20	--	--	--
Senior Engineer	0.05	0.05	0.10	0.10	0.10	0.10	0.10
Engineer I & II	1.15	1.15	--	--	--	--	--
Sr Management Analyst	--	--	--	--	--	1.00	1.00
Management Analyst I	1.00	1.00	1.00	1.00	1.00	--	--
Senior Administrative Clerk	0.80	0.80	0.80	--	--	--	--
Administrative Clerk II	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Word Processor	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Subtotal	5.50	4.80	3.80	3.00	2.95	2.95	2.95
Street Lighting							
Senior Engineering Technician	0.10	0.10	0.10	0.10	--	--	--
Subtotal	0.10	0.10	0.10	0.10	0.00	0.00	0.00



Personnel Allocations

<u>DEPARTMENT</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	ADOPTED BUDGET 2013/14
Project Development							
Public Works Director	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Engineering Manager	--	--	--	--	--	--	0.10
Principal Civil Engineer	1.00	1.00	0.90	0.90	0.10	0.10	--
Senior Engineer	1.95	0.95	0.90	0.90	0.90	0.90	0.90
Engineer I	1.85	1.85	0.50	0.50	0.50	0.50	0.50
GIS Coordinator	0.25	0.25	0.25	0.25	0.25	--	--
Engineering Technician I & II	0.30	0.30	0.30	0.30	--	--	--
Senior Account Clerk	0.30	0.30	0.30	--	--	--	--
Subtotal	5.80	4.80	3.30	3.00	1.90	1.65	1.65
Construction Management							
Principal Civil Engineer	0.95	0.95	0.95	0.95	0.90	0.90	--
Engineering Manager	--	--	--	--	--	--	0.90
Senior Engineer	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineer I & II	4.00	4.00	4.50	3.50	2.50	2.50	2.50
GIS Coordinator	0.10	0.10	0.10	0.10	0.10	--	--
Principal Engineering Technician	1.30	1.00	--	--	0.70	0.70	0.70
Senior Engineering Technician	1.70	1.70	1.70	1.70	1.00	1.00	1.00
Engineering Technician II	1.25	1.25	1.25	1.25	1.00	1.00	1.00
Senior Administrative Clerk	0.20	0.20	0.20	--	--	--	--
Administrative Clerk II	0.80	0.80	0.80	0.80	0.80	0.80	0.80
Subtotal	12.30	11.00	10.50	9.30	8.00	7.90	7.90
GIS Mapping							
GIS Coordinator	0.65	0.65	0.65	0.65	0.65	--	--
Engineering Technician I	1.20	1.20	1.20	1.20	0.75	1.00	1.00
Subtotal	1.85	1.85	1.85	1.85	1.40	1.00	1.00
Maintenance Administration							
Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Administrative Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Subtotal	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Street Maintenance							
Maintenance Supervisor	0.68	0.68	0.68	0.68	0.68	0.68	0.68
Senior Maintenance Worker	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Maintenance Worker	5.00	5.00	5.00	3.00	2.00	2.00	3.00
Subtotal	9.68	9.68	9.68	7.68	6.68	6.68	7.68
Traffic Operations							
Maintenance Supervisor	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Senior Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Worker	2.00	2.00	2.00	2.00	1.00	1.00	1.00
Subtotal	3.25	3.25	3.25	3.25	2.25	2.25	2.25
Street Tree/Parkway Maintenance							
Maintenance Supervisor	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Senior Maintenance Worker	1.00	1.00	1.00	1.00	2.00	2.00	1.00
Maintenance Worker	3.62	3.62	2.62	1.62	0.62	0.62	0.62
Subtotal	4.92	4.92	3.92	2.92	2.92	2.92	1.92



Personnel Allocations

<u>DEPARTMENT</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	ADOPTED BUDGET 2013/14
Parks Maintenance							
Maintenance Supervisor	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Senior Maintenance Worker	1.00	2.00	2.00	2.00	1.00	1.00	2.00
Maintenance Worker	9.38	8.38	8.38	7.38	6.38	6.38	5.38
Subtotal	11.08	11.08	11.08	10.08	8.08	8.08	8.08
Building Maintenance							
Custodial Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Custodian	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Custodian	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Subtotal	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Hamilton Community Facilities							
Maintenance Supervisor	0.07	0.07	0.07	0.07	0.07	0.07	0.07
Maintenance Worker	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Subtotal	3.07	3.07	3.07	3.07	3.07	3.07	3.07
Pte Marin Community Facilities							
Maintenance Worker	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Subtotal	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Equipment/Vehicle Maintenance							
Supervising Equipment Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Equipment Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Equipment Technician	2.00	2.00	2.00	1.00	1.00	1.00	1.00
Subtotal	4.00	4.00	4.00	3.00	3.00	3.00	3.00
TOTAL PUBLIC WORKS	71.55	69.55	65.55	58.25	51.25	50.50	50.50
<u>PARKS, RECREATION & COMMUNITY SERVICES</u>							
Administration							
Recreation Director	0.98	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Director	1.70	1.00	1.00	--	--	--	--
Recreation Operations Manager	--	--	--	0.81	0.83	0.85	0.85
Division Manager	0.02	--	--	--	--	--	--
Recreation Supervisor	0.23	0.15	0.05	0.08	0.08	0.08	0.08
Recreation Coordinator	--	--	--	--	0.35	0.75	0.75
Senior Management Analyst	1.00	1.00	0.50	--	--	--	--
Office Supervisor	0.96	1.00	0.89	0.96	0.96	0.96	0.96
Sr Administrative Clerk	0.55	0.87	0.58	0.20	0.23	0.23	0.23
Administrative Clerk II	0.61	0.51	0.40	--	--	--	--
Subtotal	6.05	5.53	4.42	3.05	3.45	3.87	3.87
Child Care and Enrichment Programs							
Recreation Operations Manager	--	--	--	0.06	0.06	0.04	0.04
Division Manager	0.16	0.16	0.22	--	--	--	--
Recreation Supervisor	0.75	0.75	0.82	0.82	0.82	1.00	1.00
Recreation Coordinator	1.00	1.00	1.00	1.21	1.02	1.17	1.17
Office Supervisor	--	--	0.02	0.02	0.02	0.03	0.03
Sr Administrative Clerk	0.19	0.19	0.19	0.07	0.07	0.09	0.09
Administrative Clerk II	0.16	0.26	0.26	--	--	--	--
Child Care Teacher	1.75	1.75	1.75	1.75	1.75	1.75	1.75
Subtotal	4.01	4.11	4.26	3.93	3.74	4.08	4.08



Personnel Allocations

<u>DEPARTMENT</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	ADOPTED BUDGET 2013/14
Cultural Programs / Museum Administration							
Recreation Director	0.02	--	--	--	--	--	--
Deputy Director	0.05	--	--	--	--	--	--
Recreation Operations Manager	--	--	--	0.05	0.05	0.05	0.05
Division Manager	0.46	0.46	0.35	--	--	--	--
Recreation Supervisor	0.25	0.25	0.18	0.18	0.18	--	--
Recreation Coordinator	0.75	1.00	1.00	0.60	0.15	0.10	0.10
Office Supervisor	0.04	--	0.01	0.01	0.01	--	--
Sr Administrative Clerk	0.10	0.10	0.15	0.02	0.02	--	--
Administrative Clerk II	0.03	0.03	0.06	--	--	--	--
Subtotal	1.70	1.84	1.75	0.86	0.41	0.15	0.15
Senior Citizens							
Division Manager	0.38	0.38	0.43	--	--	--	--
Recreation Operations Manager	--	--	--	0.08	0.06	0.06	0.06
Recreation Supervisor	2.00	2.00	2.00	1.95	0.95	0.95	0.95
Recreation Coordinator	1.00	1.00	1.00	0.50	0.58	0.83	0.83
Office Supervisor	--	--	0.01	0.01	0.01	0.01	0.01
Senior Administrative Clerk	0.70	0.55	0.76	0.76	0.73	0.73	0.73
Subtotal	4.08	3.93	4.20	3.30	2.33	2.58	2.58
Teen Programs							
Division Manager	0.26	0.19	0.19	--	--	--	--
Recreation Supervisor	1.47	0.35	0.18	--	--	--	--
Recreation Coordinator	--	0.90	1.00	--	--	--	--
Office Supervisor	--	--	0.01	--	--	--	--
Senior Administrative Clerk	0.20	0.20	0.15	--	--	--	--
Administrative Clerk II	0.12	0.12	0.10	--	--	--	--
Subtotal	2.05	1.76	1.63	0.00	0.00	0.00	0.00
Athletics							
Division Manager	0.72	0.81	0.81	1.00	1.00	1.00	1.00
Recreation Supervisor	3.30	3.50	3.77	2.97	2.97	2.97	2.97
Recreation Coordinator	--	0.10	--	--	--	1.00	1.00
Gymnastics Instructor	4.25	4.25	3.25	2.75	2.25	2.25	2.25
Office Supervisor	--	--	0.06	--	--	--	--
Senior Administrative Clerk	1.26	1.09	1.17	1.95	1.95	1.95	1.95
Administrative Clerk II	0.58	0.58	0.18	--	--	--	--
Subtotal	10.11	10.33	9.24	8.67	8.17	9.17	9.17
TOTAL PARKS, RECREATION & COMMUNITY SERVICES	28.00	27.50	25.50	19.81	18.10	19.85	19.85



Personnel Allocations

<u>DEPARTMENT</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	ADOPTED BUDGET 2013/14
Measure F Sales Tax							
Economic Development Manager	--	--	--	--	--	1.00	1.00
Hamilton Property Project Manager	--	--	--	--	--	0.50	0.50
Management Analyst I (NRT)	--	--	--	--	--	1.00	1.00
Administrative Clerk II	--	--	--	--	--	1.00	1.00
Maintenance Worker	--	--	--	--	2.00	1.00	1.00
Subtotal	0.00	0.00	0.00	0.00	2.00	4.50	4.50
RDA Successor Agency							
City Manager	--	--	--	--	--	0.15	0.05
Assistant City Manager	--	--	--	--	--	0.20	0.05
City Clerk	--	--	--	--	--	0.10	0.10
Finance Manager	--	--	--	--	--	0.20	0.15
Accounting Supervisor	--	--	--	--	--	0.20	0.15
Management Analyst I	--	--	--	--	--	0.20	0.05
Subtotal	0.00	0.00	0.00	0.00	0.00	1.05	0.55
Redevelopment Agency							
City Manager	0.40	0.40	0.40	0.40	0.40	--	--
Assistant City Manager	0.30	0.30	0.30	0.40	0.35	--	--
Redevelopment Administrator	1.00	1.00	1.00	0.90	0.90	--	--
PRCS Deputy Director	0.25	--	--	--	--	--	--
Housing Coordinator	1.00	1.00	1.00	1.00	1.00	--	--
Project Manager	1.00	--	--	--	--	--	--
Community Development Director	0.07	0.07	0.07	0.07	0.10	--	--
Senior Planner	--	--	--	0.50	0.50	--	--
Planner I	--	--	0.50	--	--	--	--
Assistant to the City Manager	0.10	0.10	0.10	0.15	--	--	--
Senior Management Analyst	0.75	1.00	1.50	1.05	0.90	--	--
Management Analyst II	--	--	--	0.20	0.20	--	--
Management Analyst I	1.00	1.70	0.70	--	--	--	--
Subtotal	5.87	5.57	5.57	4.67	4.35	0.00	0.00
Novato Public Financing Authority							
Redevelopment Administrator	--	--	--	0.10	0.10	--	--
Assistant to the City Manager	--	--	0.15	--	--	--	--
Senior Management Analyst	--	--	--	0.10	0.10	--	--
Subtotal	0.00	0.00	0.15	0.20	0.20	0.00	0.00
GRAND TOTAL PERSONNEL	232.23	228.48	213.48	194.19	182.27	186.10	186.90



Personnel Changes from 2012/2013 Budget

Beginning Authorized Personnel Total **186.10**

Position Eliminations/Reclassifications

Department	Position	FTE	
Public Works	Principal Civil Engineer	(1.00)	Reclassified

Total Position Reductions **(1.00)**

Position Additions/Reclassifications

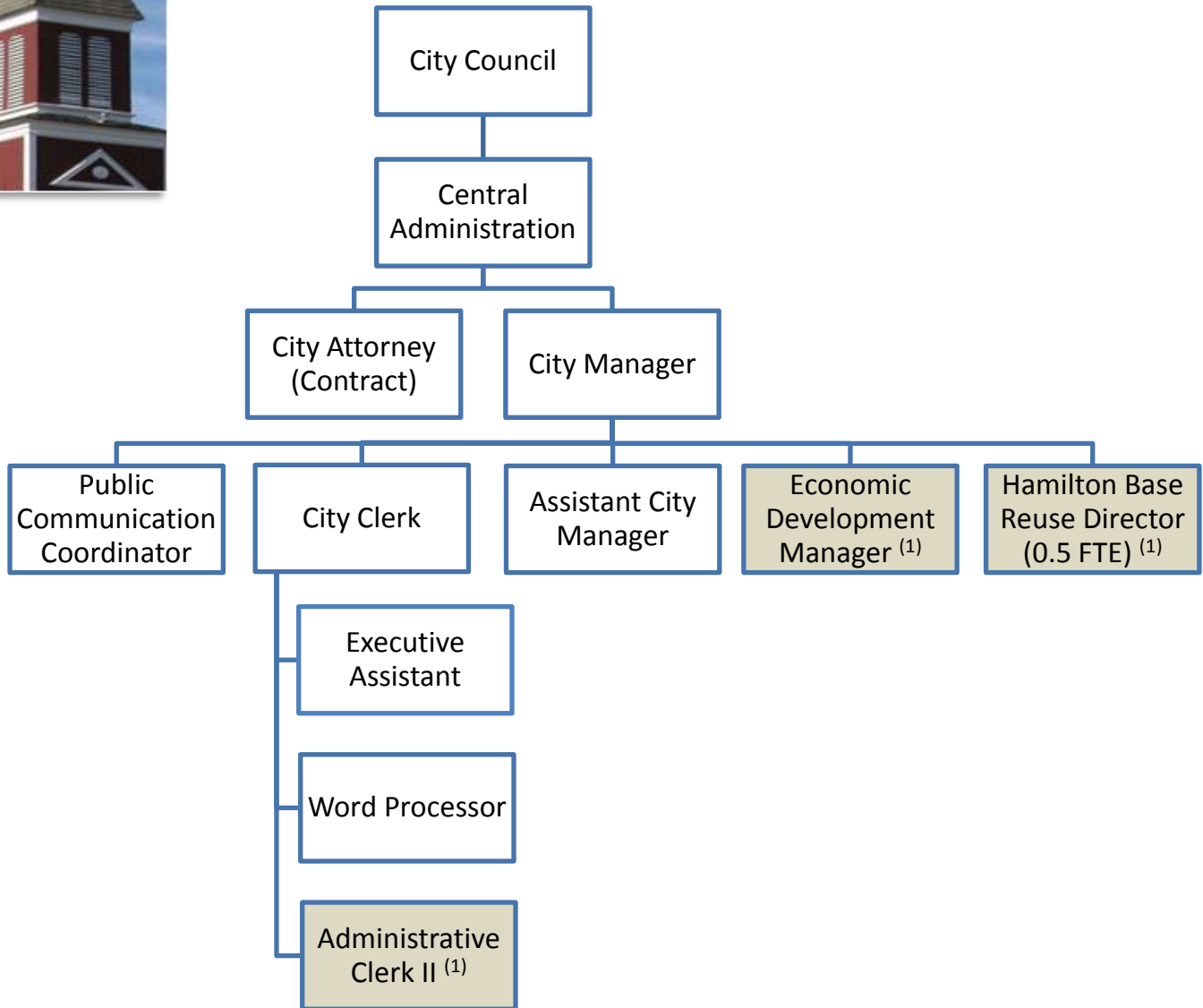
Department	Position	FTE	
Community Development	Planner II	0.80	Limited Term
Public Works	Engineering Manager	1.00	Reclassified

Total Position Additions **1.80**

Ending Authorized Personnel Total **186.90**



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⁽¹⁾ Paid for via Measure F

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Revenue & Appropriation Summary

	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
<u>Revenues</u>					
Legal Fees Recovered	52,531	52,531	24,353	(28,178)	(53.64)%
Application Fees	30	30	355	325	1083.33%
Photocopy Services	814	814	81	(733)	(90.05)%
State Mandated Costs	19,905	19,905	152	(19,753)	(99.24)%
Department Total	73,280	73,280	24,941	(48,339)	(65.96)%
<u>Appropriations</u>					
City Council	71,978	70,778	64,468	(7,510)	(10.43)%
City Manager	515,281	509,729	585,107	69,826	13.55%
City Clerk	291,316	288,330	369,951	78,635	26.99%
City Attorney	602,828	602,828	506,029	(96,799)	(16.06)%
Department Total	1,481,403	1,471,665	1,525,555	44,152	2.98%

Department Mission Statement

The mission of Central Administration is to provide valuable overall policy direction provided by the City Council through the general management, legal and administrative services of the City Manager, City Attorney and the City Clerk.

The staff is committed to the fundamental worth and unique relationship of local government to the residents. Every individual in the department is dedicated to the ongoing improvement and facilitation of delivering local services.

Department Responsibilities

Mayor and City Council: The City Council establishes overall goals and objectives for the city through the adoption of policies and by setting priorities for the development and implementation of programs and services.

City Manager: The City Manager's office oversees and manages all city departments by communicating policies from the City Council, providing administrative direction and priorities, establishing and maintaining the processes that lead to overall city planning, and implementing goals and objectives. In addition, the City Manager's Office contains the city's economic development program and public information program with the corresponding staff.

City Clerk: The City Clerk reports to the City Manager and oversees coordination of the City Council's agenda and related documents, follow-up of all actions taken by City Council, document/records management, municipal code administration, city elections, Fair Political Practices Commission compliance, commission and board recruitment, and fulfilling all the City Clerk's statutory responsibilities.

City Attorney: The City Attorney provides the following services: legal consultation, litigation, legal approval of documents, legal advice on questions of law and procedure, 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. Some highly specialized legal services, such as labor law and bond counsel, are provided by outside attorneys as the need arises.

Department Goals FY 13/14

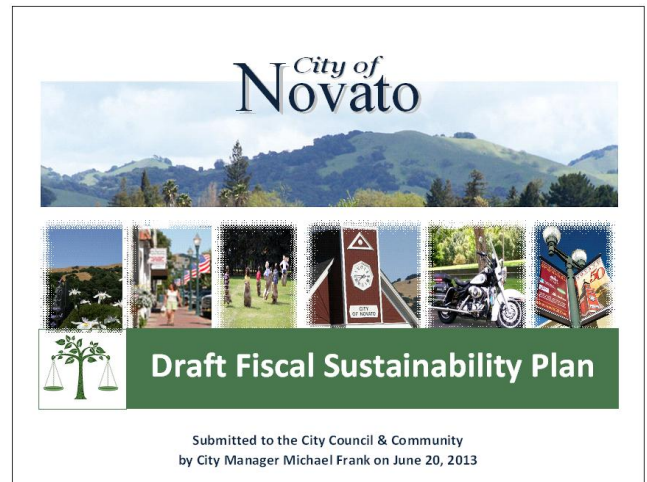
Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document. Some of the key initiatives include:

- Complete construction of the new City Administrative Offices and occupy the building;
- Complete and implement Fiscal Sustainability Plan;
- Oversee General Plan and Redwood Corridor planning processes;
- Create and coordinate existing outreach programs to engage growing Latino population;
- Advance re-use and revitalization plan for Hamilton city properties;
- Continue to implement economic development program to increase revenue for the city in addition to fostering a strong business economy and high paying jobs;

- Coordinate records management scanning and indexing with all departments;
- Complete analysis and process for long-term ownership discussion at Marin Valley Mobile Country Club; and
- Continue public outreach communication efforts through various means including social networking and e-newsletter communication tools.

Department Notes

The primary focus for FY 2012/13 remained the budget and fiscal sustainability. The City Manager's office continued the process of developing a fiscal sustainability plan utilizing Measure F including working with the Measure F Oversight/Citizens Finance Committee and the Council on fiscal sustainability options. Staff has researched, compiled and presented 11 separate educational work sessions on various components of fiscal and operational sustainability for Council and community consideration. The plan will be finalized in early FY 2013/14.



The City Manager's Office also continued to respond to the elimination of redevelopment agencies holding various meetings for the Novato Successor Agency Oversight Board, completing two due diligence reviews and responding to various other requirements from the state.

Significant progress was made on the construction of the city administrative offices project. The City Manager's Office is overseeing the construction (to be completed in August 2013) and overall transition to the new building.

The City Manager and key staff continue to manage a number of special projects including the Community Satisfaction Survey, Retail Survey Sales Tax Leakage Study (championed by the newly hired Economic Development Manager), state and federal legislative advocacy efforts, and community outreach.

The City Clerk continued to coordinate and oversee records scanning and indexing of key departmental documents including Community Development's building and planning documents and Public Works maps and plans.

City Council meetings are available on the internet through the city's website, www.novato.org, through live video streaming and video archives. City Council agendas and accompanying documents, staff reports, ordinances, resolutions, and City Council candidate campaign statements are also available on the City's website. The City Council also communicates with the residents via the city's government access channel.

Department**Name:** Central Administration**Program:** City Council**Budget:** \$64,468**Personnel Allocation:** 5.00**Revenue:** 0

Program Description

City Council determines the overall needs of the community, develops policies, goals and projects, and establishes priorities to meet the goals. The City Council appoints the City Manager and City Attorney.

Program Elements

Policy Development and Quasi-Judicial Decisions: Develop and adopt policies that further the goals of the city, provide direction to staff on programs and services, and render quasi-judicial and quasi-legislative decisions on matters requiring council review.

Intergovernmental Relations: Confer with officials from other public agencies and associations to further the goals of the city, the region and municipal government in general.

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/			Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours		Consultant Services	Material & Supplies	Capital Outlay		
Program Elements:									
Policy Development	5.00		8,500	50,438		14,030		64,468	
TOTAL	5.00	0	8,500	50,438	0	14,030	0	64,468	0

	Previous Actual	Previous Actual	Adopted Budget	Final Budget	Adopted Budget
	2010/11	2011/12	2012/13	2012/13	2013/14
Program Inputs:					
Personnel Services	47,734	46,851	57,948	56,748	50,438
Contract Services	13,561	5,775	0	0	0
Materials and Supplies	9,035	17,197	14,030	14,030	14,030
Capital Outlay					0
TOTAL	70,330	69,823	71,978	70,778	64,468

Department**Name:** Central Administration**Program:** City Manager**Budget:** \$585,107**Personnel Allocation:** 2.80**Revenue:** \$355

Program Description

The City Manager's Office plans and coordinates the essential functions of government and assures that the goals and objectives established by the City Council are implemented.

Program Elements

General Management: Provide executive staff assistance to the City Council. Recommend programs and services, advise the Council on matters of concern to the community, implement council policies and decisions, provide overall direction to and coordination of city departments, and assist the Council in establishing citywide services, goals and policies.

Community Information and Relations: Presentations by the City Manager and information provided through reports and other means in order to keep the community informed of city programs, services and activities and community issues. With focused staffing, the community information effort provides management of the city's web site, social media, and other outreach efforts. The Public Communication Coordinator works directly with staff on key projects to ensure that the communication and engagement needs are woven into the project plan and process.

Interagency Coordination: Coordinate with other local and regional agencies in order to promote and protect the interests of the city and ensure the efficient delivery of services to the community. This includes attending area managers meetings, managing joint powers authorities (JPA) and multi-agency contract administration.

Economic Development: Build on prior redevelopment initiatives to promote the economic vitality of the community through economic development. Focus on a future Council-approved economic development strategy that includes business retention and attraction and identifies ways to enhance the downtown area. Additional initiatives include the development and implementation of a strategy to utilize dilapidated and/or vacant city owned buildings in the community especially at Hamilton. The initiative will look at opportunities to enhance city revenue and complete revitalization plans.

Marin Valley Mobile Country Club: The city is the owner of the Marin Valley Mobile Country Club, a 315 unit mobile home complex seeking to provide affordable housing to senior citizens. The city contracts with a non-profit, Park Acquisition Corporation, comprised of residents that manage the park through a professional property management company, Frei Real Estate. The Assistant City Manager and Assistant City Attorney are the staff for this operation which requires regular meetings and actions by the City Council.

Special Projects: Provide special administrative attention, oversight and tracking to ensure critical milestones are met on Council prioritized special projects list.

Program Accomplishments FY 12/13

- Advanced city office project as requested by Council: initial construction and plan for transition to the new building;
- Held various meetings for the Novato Successor Agency Oversight Board, completing two due diligence reviews and responding to various other requirements from the state;
- Implemented a Management Intern program to introduce talented young professionals to a career in local government and to provide specialized work on various special city projects;
- Completed refinance of the Marin Valley Mobile Country Club bond to a private loan with Bank of Marin and initiated a process to determine the long term ownership of the park;
- Continued legal efforts on numerous lawsuits and claims;
- Brought options forward for Council's decision to join Marin Clean Energy as the city's provider of energy on city accounts;
- With hiring of new Public Communications Coordinator, expanded public communication outreach efforts including *Our Town, Frankly Speaking, Novato in the News* and social media improvements to the city website;
- Hired Economic Development Manager and developed a strategic plan and program for economic development and completed the Retail Sales Tax Leakage Study;
- Hired part-time Director of Hamilton Base Re-use to advance re-use and revitalization plan for Hamilton City properties;
- Oversaw the implementation of the Novato Response Team (NRT);
- Transitioned affordable housing BMR (below market rate) management to consultant Hello Housing for cost savings and expertise; and
- Completed community satisfaction survey.

Program Goals FY 13/14

- Complete construction of the new city administrative offices and move in; eliminate lease at 75 Rowland Way;
- Oversee General Plan and Redwood Corridor planning process;
- Create and coordinate existing outreach programs to engage growing Latino population;
- Advance re-use and revitalization plan for Hamilton city properties;
- Continue to implement economic development program to increase revenue for the city;
- Coordinate records management scanning and indexing;
- Complete analysis and process for long term ownership discussion at Marin Valley Mobile Country Club; and
- Continue to expand public engagement and outreach.

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Program: City Manager

Division Number 0200

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant		Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE			Services					
Program Elements:										
General Management	2.80		4,760	463,084	74,000		48,023		585,107	355
TOTAL	2.80	0	4,760	463,084	74,000		48,023	0	585,107	355

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
Program Inputs:					
Personnel Services	479,075	362,085	433,258	427,706	463,084
Contract Services	11,566	50,330	60,000	60,000	74,000
Materials and Supplies	14,809	14,560	22,023	22,023	48,023
Capital Outlay					0
TOTAL	505,450	426,975	515,281	509,729	585,107

Department**Name:** Central Administration**Program:** City Clerk**Budget:** \$369,951**Personnel Allocation:** 2.20**Revenue:** \$233**Program Description**

The City Clerk's office is the primary public contact for the city for issues coming before the City Council. The City Clerk coordinates the preparation of the City Council agendas and minutes, maintains and manages city records, coordinates with county officials for City Council and local elections, as well as assists the public with requests for information. The City Clerk is responsible for Brown Act compliance for all public meetings and ceremonial and procedural functions of the City Council.

Program Elements

Administration: Supervise and ensure training of clerical staff, participate in department head meetings; coordinate with the county Registrar of Voters for consolidated City Council elections and process all required paperwork for City Council initiative, referendum and recall elections; process, forward to the state and maintain conflict of interest forms for city officials and employees; record, certify, publish, and notarize legal city documents; and provide liaison with the City Attorney's office.

City Council Support: Prepare, assemble and distribute City Council agendas and packets; prepare and index Council meeting minutes; execute, index and maintain all City Council legislative actions; maintain Municipal Code; provide assistance for coordinating various meetings; prepare and distribute City Council agenda schedule, and other status documents; advertise, process applications, schedule interviews, send follow-up correspondence, and maintain files and rosters for City Council-appointed boards; and index City Attorney correspondence and opinions.

Clerical Services: Provide information regarding city services to the public, assist and provide the public and city staff with city records.

Records Management: Manage information and records created or received in city offices.

Program Accomplishments FY 12/13

- Advanced records management system and document scanning project;
- Continued efforts to revise the city's records retention program in cooperation with all departments;
- Assisted with public noticing and televising of all the special budget meetings and workshops; and
- Implemented paperless agenda packet and trained City Council on use of iPads for packet review and improved city business communication and calendaring.

Program Goals FY 13/14

- Facilitate 2013 city elections and assist candidates through the process;
- Investigate other technology enhancements to improve operations; and
- Continue to coordinate records management scanning and indexing.

Program: City Clerk

Division Number 0400

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Administration	2.20		3,740	242,504	90,993	36,454		369,951	233
TOTAL	2.20	0.00	3,740	242,504	90,993	36,454	0	369,951	233

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	233,436	238,065	241,369	238,383	242,504
Contract Services	15,087	48,914	16,493	16,493	90,993
Materials and Supplies	28,687	23,382	33,454	33,454	36,454
Capital Outlay					0
TOTAL	277,210	310,361	291,316	288,330	369,951

Department**Name:** Central Administration**Program:** City Attorney**Budget:** \$506,029**Personnel Allocation:** 0.00**Revenue:** \$24,353

Program Description

Provides general legal counsel to the city on a variety of matters including land use and planning, personnel and labor relations, and tax and fiscal issues.

Program Elements

General Services: Services provided to the city on matters of a general nature and matters that are not otherwise paid for through a non-general fund source.

Cost Recovery Services: Services related to the processing of private development projects, applications for permits and code compliance actions.

Litigation: Representation in litigation brought against or initiated by the city.

Program: City Attorney

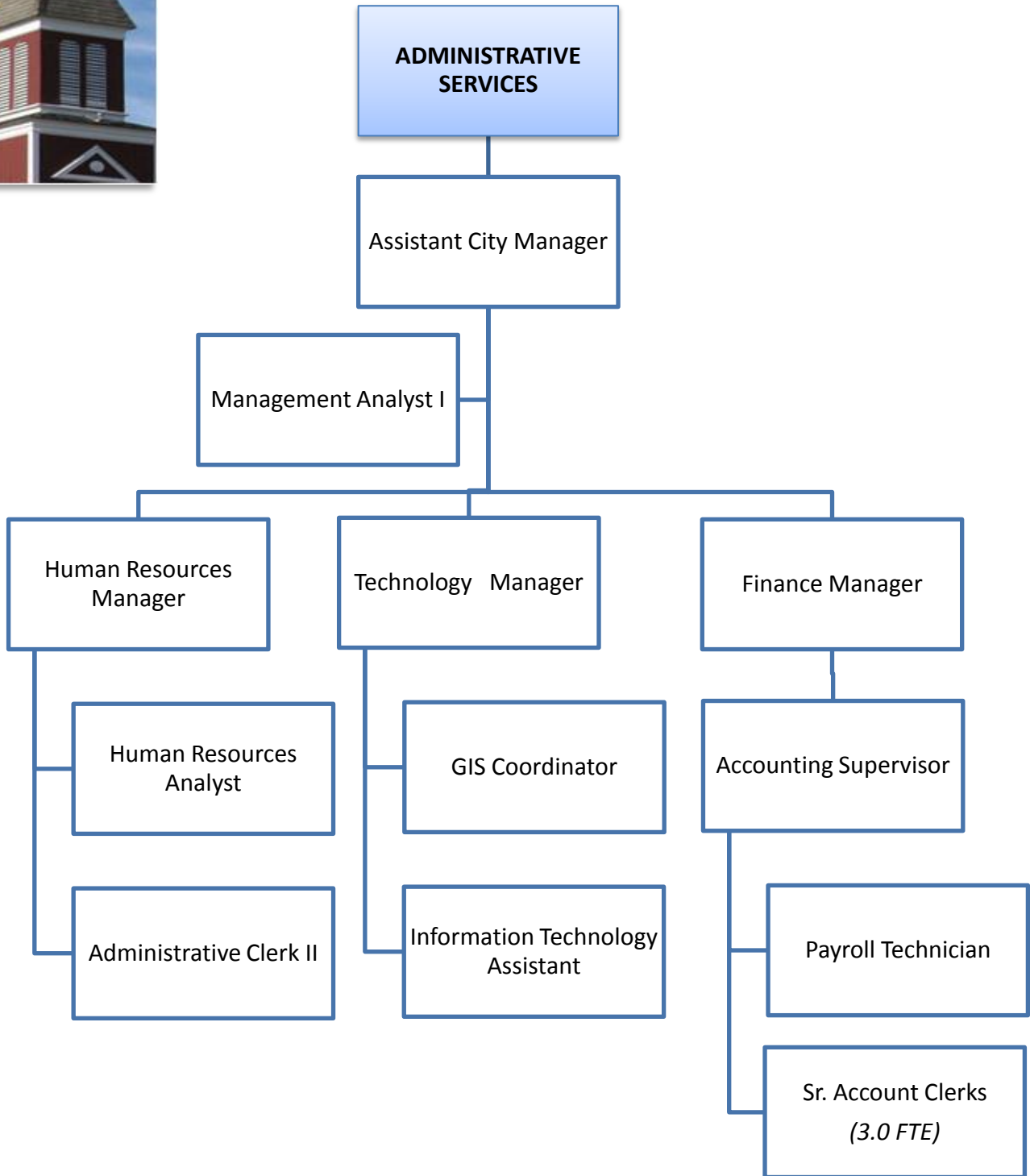
Division Number 0800

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
General Services					147,088			147,088	
Cost Recovery Services					24,353			24,353	24,353
Litigation					334,588			334,588	
TOTAL	0.00	0	0	0	506,029	0	0	506,029	24,353

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services					0
Contract Services	592,474	447,470	602,828	602,828	506,029
TOTAL	592,474	447,470	602,828	602,828	506,029

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Revenue & Appropriation Summary

	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Administrative Fees	177,500	177,500	178,733	1,233	0.69%
Business License Tax - Audit	101,000	101,000	103,525	2,525	2.50%
Business License Application Fees	21,720	21,720	18,772	(2,948)	(13.57)%
Returned Check Charges	750	750	396	(354)	(47.20)%
Publications & Reports	125	125	355	230	184.00%
MVMCC Reimbursement			25,000	25,000	-
Miscellaneous Revenues	14,069	14,069	10,202	(3,867)	(27.49)%
Department Total	315,164	315,164	336,983	21,819	6.92%
Appropriations					
Administration	235,401	230,854	272,116	36,715	15.60%
Human Resources	483,094	477,542	519,657	36,563	7.57%
Finance	693,825	686,594	704,935	11,110	1.60%
Information Technology Services	771,912	769,921	785,471	13,559	1.76%
Citywide Programs	2,617,732	2,637,199	2,239,166	(378,566)	(14.46)%
Department Total	\$4,801,964	\$4,802,110	\$4,521,345	(280,619)	(5.84)%

Department Mission Statement

The mission of the Administrative Services Department is to provide comprehensive and effective staff services to other city departments. As an internal service provider, the department takes pride in being an attentive and resourceful team providing superior quality service and communication to all city programs and activities.

Department Responsibilities

Under the supervision of the Assistant City Manager, Administrative Services provides staff services to other departments, as well as direct services to the public, such as business licenses and other permits.

Department Administration: Daily administration of the department is provided through the services of professional management staff. This activity oversees the Human Resources, Finance, Information Technology Services, Reprographics, and Risk Management Services divisions and provides staff assistance to city committees, such as the Police Advisory Review Board and the Measure F Citizens Oversight/Citizens Finance Committee.

Human Resources (including Risk Management): This division is responsible for citywide personnel services, including recruitment and selection, classification and compensation, employee benefits, workers' compensation, labor relations, training, employee events, personnel records, administration of all personnel rules, regulations, policies and procedures, and compliance with federal and state employment laws. Human Resources also administers various programs, such as participation in the Bay Cities Joint Powers Insurance Authority, designed to reduce the city's exposure to losses resulting from workers compensation and liability claims.

Finance: Finance provides for the various accounting and business service needs of the city. This includes general ledger maintenance, accounts receivable and payable, centralized purchasing, payroll, and business license activities, and preparation and maintenance of the annual city budget and detail budgets. With support from the IT Division, Finance jointly manages the city's AS/400 mainframe computer which hosts the City's Sungard financial software system which utilizes comprehensive financial applications designed for the public sector. Finance also prepares monthly, quarterly and annual revenue and expenditure reports, maintains cost accounting records, manages the annual external audit, and performs various internal audits. Finance also oversees reprographics for the city.

Information Technology Services: The Information Technology Division manages the city's data and telecommunications systems and networks and provides services 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 support. Services to end-users include desktop, printer, telephone and voice mail systems support. The Division is also responsible for the city's Internet, telephone system, and remote access services and for managing support provided by professional and technical consultants. Some of the city's software systems are hosted within the city's network, others are contracted out and hosted by other entities.

Citywide Programs: This program manages memberships in the League of California Cities and Association of Bay Area Governments (ABAG); animal control; risk and liability management activities; public access television; and workers' compensation, general liability and property insurances.

Department Goals FY 2013/2014

Finance

- Work with Central Administration to complete and implement a multi-faceted financial sustainability plan;
- Continue post redevelopment requirements and communication with appropriate state agencies;
- Research and receive training on best practices for the upcoming Enterprise Financial System upgrade;
- Complete the Request for Proposal (RFP) process to select and negotiate a contract with a vendor to purchase and install the new Enterprise Financial System;
- Develop and adopt new purchasing and investment policies; and
- Conduct bond refundings for eligible General Obligation bonds and Assessment District bonds.

Human Resources

- Prepare analysis and data for Council consideration in anticipation of labor negotiations to begin in 2014;
- Implement web-based applicant tracking software to increase efficiency and effectiveness of recruitment process;
- Review and completely overhaul the city's evaluation system including implementing new software to improve tracking, monitoring and overall communication between employees and supervisors;
- Provide training for supervisors/management on evaluations, coaching, mentoring, project management and other core management skills;
- Update and implement multi-faceted employee recognition program; and
- Research options and potentially implement a Human Resources Information System (HRIS).

Information Technology

- Provide oversight and management of all technology issues related to the move to the new city administrative office building including the data center, telephone, desk top and infrastructure;
- Review and update all hardware, software and storage networks;
- Polish and continue implementation of the city's IT Strategic Plan in partnership with the city's IT Steering Committee;
- Implement most appropriate desktop refresh approach and mobile technology strategy; and
- Implement transition to next phase of Microsoft software including staff training.

Department Notes

Over the past year, the Administrative Services Department (ASD) worked closely with the City Manager's Office to implement the 2012/2013 budget. ASD employees provided staffing for both the Novato Successor Agency and the Successor Agency Oversight Board and the Measure F Oversight/Citizens Finance Committee.

One of the key initiatives in the 2012/13 fiscal year included continuing the city's Fiscal Sustainability planning process. ASD employees researched and presented 11 fiscal sustainability workshops to Council on topics such as revenue, economic development, employee compensation and core staffing. The workshops provided options for Council consideration when approving the Fiscal Sustainability Plan. ASD staff worked with outside consultants to complete actuarial reviews of the city's pension and other post employment retirement benefits (OPEB) obligations. This information is key to weave into the Council's decision making as part of the Fiscal Sustainability effort.

The Administrative Services Department continues to take the lead on a number of technological initiatives designed to improve the effectiveness and efficiency of city operations. ASD staff also formed and coordinated a citywide IT Steering Committee to develop a three-year technology investment plan. This IT Strategic Plan will serve as a work plan as the city moves forward to invest in technology in order to improve the efficiency and effectiveness of its operations.

Phase 2: Developing the Fiscal Sustainability Plan

Starting in July 2012, City staff presented eleven topic-focused Fiscal Sustainability workshops to the City Council and the community. The topics included but were not limited to, generating new and on-going revenue, economic development, funding facilities and infrastructure maintenance and employee salaries and benefits. Each workshop provided options for the [Fiscal Sustainability Options Tool](#). The following table provides links to each workshop's staff report and presentation.

Date of Workshop	Name	Content
08/28/12	Setting the Baseline Options	Direction on which Fiscal Sustainability Options should be included as baseline assumptions in the Options Tool
09/18/12	Department Presentations #1	Information about departments' operations, current service level holes -- Central Administration, Administrative Services, Community Development
10/16/12	Department Presentations #2	Information about departments' operations, current service level holes -- Parks, Recreations and Community Services, Police, Public Works
12/11/12	Revenue #1	Analysis on the City's general revenue (property tax, sales tax, transient occupancy tax, business license fees and other fee related revenues), information about other Cities' general tax revenue and how Novato compares
02/05/13	Revenue #2 Economic Development	Information and analysis on the City's market position, recommended economic development strategy and potential revenue generation for three sites in Novato
03/12/13	Employee Compensation	Connection between the City's finances and employee compensation and tension between attracting and retaining employees
03/19/13	City Facilities	Condition of City facilities, estimated short and long term repair needs and a range of funding options for deferred future maintenance needs
03/26/13	City Infrastructure	Condition on the City's roadway network, traffic signals and street lights, bridges, retaining walls, multi-use paths and storm drains
04/23/13	Core Staffing	Analysis on the level and type of staffing needed to provide status quo service levels to the community
05/21/13	Options Tool	Final financial policy options presented and approved by the City Council
06/25/13	Draft Plan & Options Tool	Release and overview of draft Fiscal Sustainability Plan and Options Tool for Council and community review

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Department Name: Administrative Services

Program: Administration

Budget: \$272,116

Personnel Allocation: 1.50

Revenue: 0

Program Description

Provides various administrative and staff support services to other city departments and to the public in areas such as finance, human resources, and citywide administration.

Program Elements

Department Administration: Overall administration and coordination of the department's programs, services and activities.

Treasury/Investments: Invest city funds in accordance with the adopted investment policy and manage the funds so they are available when needed to meet city obligations.

Assistant City Manager/Director of Administrative Services Duties: Various high level administrative duties performed by the Assistant City Manager, including legislative analysis, internal organizational issues, and representing the city on outside committees.

Insurance/JPA Management: Administration of the city's workers' compensation and liability insurance programs, including participation in the Bay Cities Joint Powers Insurance Authority (BCJPIA) and the Employment Risk Management Authority (ERMA).

Special Projects: Research, implement and maintain projects of a special nature that have citywide significance.

Program Accomplishments FY 2012/2013

- Provided analytical oversight to the Marin Valley Country Club including the completion of the MVMCC bond refinance to a private loan from the Bank of Marin;
- Completed special studies related to department operations, compensation and fiscal sustainability;
- Provided assistance to the City Manger in the transition of affordable housing BMR management to consultant Hello Housing; and
- Assisted with development and implementation of FY 2013/14 budget.

Program Goals FY 2013/2014

- Overall goal: take actions to improve organizational excellence (see Department Goals).

Program: Administration

Division Number 1000

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Administration	1.50		2,550	257,336		14,780		272,116	
TOTAL	1.50		2,550	257,336	0	14,780	0	272,116	0

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	138,315	219,331	223,121	218,574	257,336
Contract Services					0
Materials and Supplies	11,067	8,989	12,280	12,280	14,780
Capital Outlay					0
TOTAL	149,382	228,320	235,401	230,854	272,116

Department Name: Administrative Services

Program: Human Resources

Budget: \$519,657

Personnel Allocation: 2.95

Revenue: 0

Program Description

Directed by the Human Resources Manager, this program provides overall management of the city's human resource and risk management activities and services.

Program Elements

Personnel Administration: General administration of Human Resources services, including maintenance of employee records, administration of the compensation and classification plan, administration and maintenance of personnel rules and regulations and administrative policies, and training and staff development.

Benefits Administration: Administer various benefit programs available to employees, such as medical and dental plans, deferred compensation, and the retirement program.

Citywide Training and Development: Provide various training and development opportunities for employees, as well as organize annual citywide employee events.

Negotiations and Labor Relations: Negotiation and administration of labor agreements with the various employee bargaining units.

Recruitment and Selection: Coordinate recruitments by advertising, screening and interviewing qualified applicants for employment with the city. As part of the hiring process, Human Resources staff conducts reference checks, coordinates medical exams, and provides new employee orientation for the successful candidates. While most recruitments are conducted by Human Resources staff working closely with the hiring department, the city also uses companies that specialize in public sector recruitments to fill certain positions.

Risk Management: Oversee the city's liability and worker's compensation programs; monitor and review claims and lawsuits; ensure training of staff and safety programs in place; manage employees' out on leave due to either industrial or non-industrial injury or illness; and ensure all compliance with state and other regulations.

Program Accomplishments FY 2012/2013

- Provided assistance and research for the Fiscal Sustainability Workshop on employee compensation.
- Completed various compensation and classification reviews;
- Coordinated and completed 14 recruitments;
- Implemented provisions of AB 340, the California Public Employees' Pension Reform Act (PEPRA);
- Began implementation of the Patient Protection and Affordable Care Act (PPACA);
- Reviewed the city's evaluation system and forms, including identifying new software to be implemented; and

- Organized employee recognition events (example: holiday/service recognition party).

Program Goals FY 2013/2014

- Prepare analysis and data for Council consideration in anticipation of labor negotiations;
- Implement new applicant tracking and employee evaluation system;
- Provide training for supervisors/management on evaluations, coaching, mentoring, project management and other core management skills;
- Streamline and improve internal processes for workers' compensation liability claim management;
- Develop comprehensive safety training program;
- Implement employee suggestion program; and
- Conduct biannual AB 1825 Sexual Harassment Prevention training for all managers and supervisors.

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Program: Human Resources

Division Number 1100

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Benefits Administration	2.95		5,015	339,395	125,781	54,481		519,657	
TOTAL	2.95	0.00	5,015	339,395	125,781	54,481	0	519,657	0

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
Program Inputs:					
Personnel Services	369,859	336,034	339,832	334,280	339,395
Contract Services	99,317	98,173	101,281	101,281	125,781
Materials and Supplies	33,457	28,070	41,981	41,981	54,481
Capital Outlay					0
TOTAL	502,633	462,277	483,094	477,542	519,657

Department Name: Administrative Services

Program: Finance

Budget: \$704,935

Personnel Allocation: 5.70

Revenue: \$308,432

Program Description

Under the direction of the Finance Manager, provides citywide financial services and fiscal management.

Program Elements

Accounting and Administration: Prepare monthly internal financial reports and all required state and federal reports for the city, Successor Agency of the Dissolved Redevelopment Agency and special assessment districts; prepare financial and budget reports to City Council including revenue trend analysis and projections, as well as future financial and economic conditions; manage annual financial audits; calculate annual tax rates for bond indebtedness; maintain the general ledger; jointly manage the AS/400 mainframe computer system with Sungard financial software. Responsibility for design and implementation of internal controls; cost recovery rate calculations; and supervision of accounts payable, payroll, business license, cashiering, accounts receivable, and purchasing functions.

Manage the year-round development process of the detail budget, operating program budget, and assist with the capital improvement budget. Monitor and control expenditures to ensure that budget is not exceeded. Authorize and process budget transfers and amendments, travel requests, requisitions, and payment authorizations. Manage contracts with MGT of America for the City's SB 90 reimbursement claims, and MuniServices for specialized sales tax and property tax reporting. Coordinate the annual fee resolution update.

Payroll: Perform citywide biweekly payroll, including issuance of payroll checks and direct deposit for approximately 195 regular full- and part-time employees and 90 temporary part-time employees. Maintain leave accounts, account for benefits and overtime, state and federal compliance, and respond to employees' questions and special needs.

Business License/Cashiering/Accounts Receivable: Billing, collection and records maintenance for approximately 4,600 businesses with total license taxes of approximately \$830,000 and business license application fees of \$20,000. Invoice and collect accounts receivable; process and deposit cash receipts.

Accounts Payable: Process payment for all city obligations for purchased materials and services within vendors' terms, with an approximate volume of 3,500 disbursements annually.

Purchasing: Historically, there has been a purchasing function with dedicated staff. With deficit reductions, the purchasing agent position was eliminated beginning in FY 2010/11. The Finance Division is continuing to centrally purchase paper, office supplies and toner for departments. Departments are taking a greater responsibility for purchasing.

Centralized Mail/Photocopy Services: Effective with the 2012/13 fiscal year, Finance has taken over responsibility for the remaining functions that were part of the now defunct Reprographics unit. Personnel from each department are responsible for metering outgoing U.S. mail. Received mail is sorted by the

administrative clerk assigned to Central Administration. The large copier is utilized by various department personnel for photocopying that cannot be done in an efficient or cost-effective manner on smaller department copiers. Other services that Reprographics used to provide, such as collating, binding and distribution of reports, manuals, guides, brochures, forms, newsletters and notices are now the responsibility of requesting departments.

Program Accomplishments FY 2012/2013

- Developed the City's first Comprehensive Annual Financial Report;
- Received a Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the 12th consecutive year;
- Researched and presented 11 Fiscal Sustainability workshops with Council, Measure F Oversight Committee and community and developed "Options Tool" fiscal sustainability community engagement efforts;
- Provided assistance to City Manager in response to elimination of Redevelopment Agency including two audits, updates to the Enforceable Obligations Schedule and Oversight Board meetings;
- Providing data and analysis to the City Manager and the City Council on a variety of complex redevelopment questions and issues; interacting with external redevelopment auditors from a variety of entities; and preparing a multitude of agenda items and actions to comply with statutory requirements;
- Worked with Human Resources staff to implement AB 340, California Public Employees' Pension Reform Act;
- Continued streamlining internal processes and procedures to take advantage of electronic document delivery to improve customer service and reduce the division's paper usage;
- Received an unqualified opinion for the FY 2011/12 independent audit; and
- Contracted with investment management firm to provide active strategic investment of city's portfolio.

Program Goals FY 2013/14

- Complete and implement the city's long-term Fiscal Sustainability Plan;
- Continue post redevelopment requirements and communication with appropriate state agencies;
- Research and receive training on best practices for upcoming Enterprise Financial System upgrade.
- Continue cross-training of accounting staff, as well as provide internal and external training to enhance employee skills;
- Complete the Request for Proposal process to select and negotiate a contract with a vendor to purchase and install the new Enterprise Financial System;
- Conduct bond refundings for eligible General Obligation Bonds and Assessment District Bonds;
- Update and adopt a new city investment policy;
- Prepare and mail RFP for banking services; and
- Implement revisions to the city's purchasing policies and/or recommend revisions to the city code to achieve consistent purchasing guidelines.

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Program: Finance

Division Number 1200

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Internal Service Chgs	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours							
<i>Program Elements:</i>										
Accounting and Administration	5.70		9,690	546,409	81,000	107,526	(30,000)		704,935	308,432
TOTAL	5.70	0.00	9,690	546,409	81,000	107,526	(30,000)	0	704,935	308,432

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	<i>Program Inputs:</i>				
Personnel Services	571,988	583,062	547,674	540,417	546,409
Contract Services	59,701	59,228	74,633	74,633	81,000
Materials and Supplies	42,413	53,276	101,518	101,544	107,526
Internal Service Charges	(40,481)	(47,951)	(30,000)	(30,000)	(30,000)
Capital Outlay					
TOTAL	633,621	647,615	693,825	686,594	704,935

Department Name: Administrative Services

Program: Information Technology Services

Budget: \$785,471

Personnel Allocation: 3.00

Revenue: 0

Program Description

This program ensures the effective and efficient use of the city's technology resources, and provides overall management, technical services, and support for the city telecommunications and data networks. Support is also provided for department-specific applications, computers, and employees.

Program Elements

Network and Computer System Management: The goal of this element is to simplify and standardize network operations, reduce and control ongoing IT support costs, and improve overall network performance. This activity provides proactive IT operations for the City Hall and Police Department data centers, and technical services, and support for all city entities.

Operations: Installs and configures the IT foundation server platforms, centralized storage, and security and disaster recovery systems. The function also performs routine maintenance tasks (data backup, and systems software upgrades) for the data centers.

Technical Services: Ensures the use of mainstream, enterprise appropriate solutions to create a more manageable network, reduce and control ongoing IT support costs, and improve overall network performance. This function administers and manages the Windows Server Active Directory (AD) environment and researches and recommends cost saving strategies to help fund important IT investments in next-generation capabilities.

Support: Installs and configures the computer equipment and applications for all city departments, and provides hardware and software support to employees.

Telephone Services: Management of the city's telephone system, including the PBX phone switch, telephones, voice mail, data and voice circuits, emergency and business lines.

Training and Development: This element provides computer training to all departments either through online courseware, in-house training classes, or outside service providers.

Software and New Initiatives: Work in partnership with departments to determine business needs and research/secure/implement new software to allow employees to work more effectively and efficiently and to improve customer service and transparency.

Program Accomplishments FY 2012/2013

- Planned and performed network readiness assessments for desktop virtualization, Windows 8 Pro, Windows Server 2012 and mobile device migration;
- Assisted in the creation of the IT Steering Committee to advise the city on information technology planning, implementation and strategy for final project prioritization and review;

- Identified new hardware, operating system and training requirements for the transition to next generation of Microsoft Office;
- Implemented automated procedure to import scanned document attachments into TrakIt system for the Community Development Department (CDD) records retention compliance;
- Deployed new secure web server for CDD's online permit payment process; and
- Implemented new SQL-based server solution for the Police Department to securely manage and store video files for integration with wearable police cameras.

Program Goals FY 2013/2014

- Manage the data center equipment relocation to the new city administrative office building to minimize network downtime and negative impact on city staff;
- Complete infrastructure technical design, project planning, scoping, pilot and readiness assessment phases of VoIP Telephone System Replacement project;
- Obtain Council approval to continue lease-based technology lifecycle management program implemented in March 2008;
- Pursue technology refresh of network hardware, software, and storage area network identified in the readiness assessments;
- Transition network environment to new IT infrastructure; and
- Support and coordinate new technology implementation as part of the IT Strategic Plan.

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Program: Information Technology Services

Division Number 1300

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Computer System Management	3.00		5,100	348,069	147,730	289,672		785,471	
TOTAL	3.00	0.00	5,100	348,069	147,730	289,672	0	785,471	0

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
Program Inputs:					
Personnel Services	176,222	186,549	346,510	344,519	348,069
Contract Services	80,261	95,236	147,730	147,730	147,730
Materials and Supplies	263,410	298,355	277,672	277,672	289,672
Debt Service	59,334	59,333			0
Capital Outlay					0
TOTAL	579,227	639,473	771,912	769,921	785,471

Department Name: Administrative Services

Program: Citywide Programs

Budget: \$2,239,166

Personnel Allocation: 0.30

Revenue: \$28,551

Program Description

Under direction of the Assistant City Manager, these are programs and activities that provide benefit to a number of departments, or that benefit the community in general.

Program Elements

Risk Management: Various programs, such as the Marin Cities Risk Management, Bay Cities Joint Powers Insurance Authority and liability management authorities, designed to reduce the city's exposure to losses resulting from workers compensation and liability claims.

Memberships: Memberships in various associations, such as the Association of Bay Area Governments (ABAG) and the League of California Cities (LCC), that provide information and services to assist the council and staff in the administration of city business.

Special Programs: Programs that benefit the city, or that are not department specific, are budgeted in this element, including the annual payment to the Chamber of Commerce to promote tourism, and the congestion management payment.

Cable Television: Administration of CATV franchise and community access channel programming. This element also includes the Citizen Telecommunications Advisory Committee (CTAC).

Marin GSA: Administration of the Marin Street Light Acquisition Joint Powers Authority.

Rowland Avenue Offices: This program is used to track expenses for leased City Hall offices. With the completion of, and move to, the city's new administrative offices building in October 2013, this program will be eliminated in FY 2014/15.

Animal Control: The Marin Humane Society provides animal control services to Marin cities and the County of Marin, under contract with the county.

Program: Citywide Programs

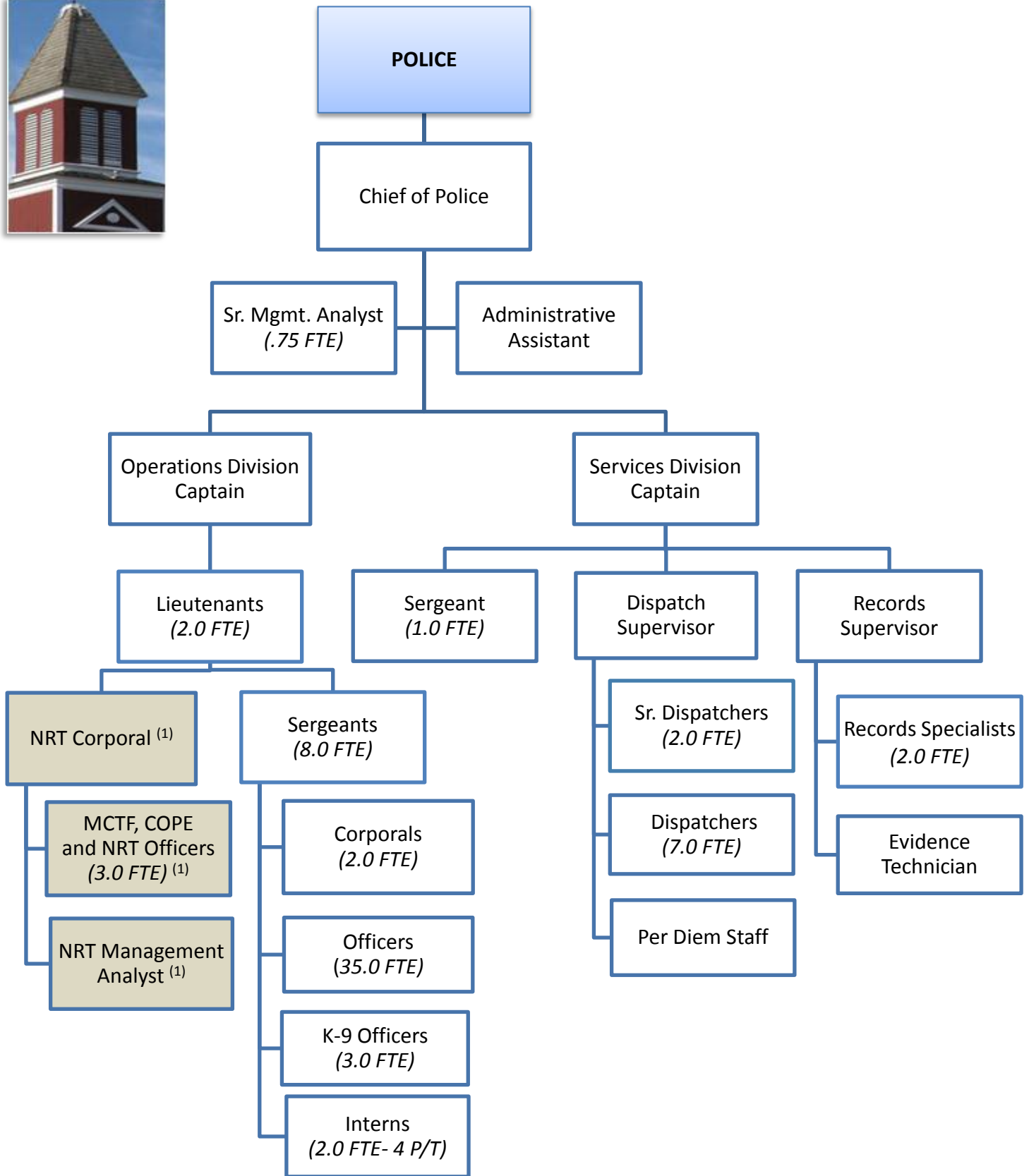
Division Number 1900

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Risk Management	0.30		510	40,320		511,966		552,286	28,551
Memberships						30,076		30,076	
Special Programs				32,000	107,269	642,934		782,203	
Cable Television					44,126			44,126	
Marin GSA					50,640			50,640	
Rowland Avenue Offices						166,682		166,682	
Animal Control					592,733			592,733	
City Owned Property						20,420		20,420	
TOTAL	0.30	0.00	510	72,320	794,768	1,372,078	0	2,239,166	28,551

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	229,277	122,527	39,932	39,399	72,320
Contract Services	789,765	803,097	803,699	823,699	794,768
Materials and Supplies	1,705,208	1,912,440	1,774,101	1,774,101	1,372,078
Capital Outlay	27,000	4,000			0
TOTAL	2,751,250	2,842,064	2,617,732	2,637,199	2,239,166

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⁽¹⁾ Paid for via grants and Measure F

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Revenue & Appropriation Summary

	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Sales Tax - Public Safety	383,784	383,784	390,686	6,902	1.80%
Other Agency Reimbursement	12,900	12,900	10,050	(2,850)	(22.09)%
State Mandated Cost Reimbursement	18,000	18,000	13,850	(4,150)	(23.06)%
COPE Grant Reimbursement	125,931	125,931	133,983	8,052	6.39%
COPS Grant Reimbursement	346,906	346,906	325,940	(20,966)	(6.04)%
Officer Stand & Train - POST	30,000	30,000	30,000	-	0.00%
Record Releases	20,000	20,000	25,000	5,000	25.00%
Alarm Permits	35,500	35,500	30,000	(5,500)	(15.49)%
Vehicle Code Fines	325,000	325,000	385,000	60,000	18.46%
Parking /Other Fines	62,501	62,501	64,000	1,499	2.40%
Traffic/Police Permits	16,900	16,900	16,900	-	0.00%
DUI/Accident	14,000	14,000	9,600	(4,400)	(31.43)%
Vehicle Impound Fees	30,000	30,000	30,000	-	0.00%
Special Police Services	7,000	7,000	10,700	3,700	52.86%
North Marin Water District	2,400	2,400	2,400	-	0.00%
Miscellaneous Revenues	1,600	1,600	805	(795)	(49.69)%
Department Total	\$1,432,422	\$1,432,422	\$1,478,914	46,492	3.25%
Appropriations					
Administration	1,190,647	1,164,933	1,090,284	(100,363)	(8.43)%
Technical Services	1,679,721	1,665,640	1,680,162	441	0.03%
Professional Standards	365,489	364,383	359,986	(5,503)	(1.51)%
Investigations	818,027	803,338	802,952	(15,075)	(1.84)%
Patrol	6,823,266	6,704,474	6,719,350	(103,916)	(1.52)%
Traffic	637,458	626,106	637,717	259	0.04%
Special Police Services	714,848	701,711	716,384	1,536	0.21%
Department Total	\$12,229,456	\$12,030,585	\$12,006,835	(222,621)	(1.82)%

Department Mission Statement

The mission of the Novato Police Department is to provide a safe and secure environment through professional and proactive law enforcement partnerships with the community.

Department Vision Statement

The Novato Police Department embraces the challenge of change and builds community trust while continually enhancing the safety, environment, quality of life and economic vitality of Novato’s diverse communities and neighborhoods.

Department Responsibilities



Each year, the department meets many challenges and the one constant is the commitment of our employees and support from the community. The dedicated men, women and volunteers of the Novato Police Department devote their time and services to help make the City of Novato a safe place to live, work and play.

We are proud of our organization and the service that we provide to the community. The dimensions of our community-oriented philosophies are problem solving, community partnerships, and a focus on service delivery at the neighborhood level. The department’s services

include Patrol, Investigations, Traffic, Emergency Services, Youth Services and other programs designed to enhance the quality of life in Novato.

Administration: Administration handles scheduling, crime analysis, grant writing, budget development oversight, confidential files, training, staff reports, policy revisions, and many other functions. The Chief of Police has ultimate responsibility for development and implementation of the vision of the department with the City of Novato. The Chief uses a participatory management approach involving the administrative and patrol staff, sets formal department policy, facilitates strategic planning, and sets goals and objectives for the organization.

Operations Division: The Operations Division Captain is responsible for Patrol, Investigations, Traffic, Special Response Team, Novato Response Team, Crisis Negotiation Team and Special Police programs.

Services Division: The Services Division Captain is responsible for Professional Standards, Dispatch, Records and Property, Volunteers in Policing, Emergency Services, General Order review and update, budget oversight, grant management, and purchasing.

Department Goals

Department goals are included in the City Council’s Strategic Plan which is attached to the City Manager’s Budget Message in the first section of this document.

Department Notes

The commitment and dedication of the department's personnel and volunteers, and the support of Novato's citizens, have formed a partnership that is the foundation of the department's community oriented policing philosophy. This partnership has helped make the City of Novato a safer and more desirable place to live and work. The Police Department prides itself on being a strong part of the community that we serve. We participate in, or organize, numerous programs to enhance the quality of life in Novato. Some programs have existed for many years while others are new ventures. We involve the public in decision-making and encourage their input into possible solutions to problems.



Between FY 2009/10 and FY 2011/12, three management positions were eliminated from the department. This equals a 37.5% reduction in police management staff in three years. Despite these reductions, the department remains committed to the citizens of Novato and undertakes community-oriented initiatives daily, such as:

- Avoid the 13 and anti-drinking and driving campaigns;
- Seatbelt enforcement programs to promote driver and passenger safety;
- Share the Road program to enhance safety between motorists and bicyclists;
- Participates in Safe Routes to School programs;
- Supports the Police Advisory and Review Board, to provide community participation in Police Department policies and procedures;
- Supports the Multicultural Commission to promote diversity;
- Minors Access to Alcohol Prevention program;
- Youth Police Academy giving youth in our community an opportunity to receive an inside look at law enforcement;
- Citizens Academy, a 12-week academy program for citizens interested in learning the functions and operational procedures of the police department;
- Girls Forum workshops offering instruction on sexual assault prevention; and
- Speakers Bureau.

Department Name: Police

Program: Administration

Budget: \$1,090,284

Personnel Allocation: 4.75

Revenue: \$38,130

Program Description

Administration handles scheduling, crime analysis, grant writing, budget development oversight, confidential files, training, staff reports, policy revisions, and many other functions. The Chief of Police has ultimate responsibility for developing and articulating the vision of the department with the City of Novato. Administration fosters a positive and open relationship with all segments of the community.

Program Elements

Office of the Chief: The Chief of Police is responsible for the overall management and direction of the Department’s mission, vision and values.

Operations Division: This element provides management and direction to the following operations: Patrol, Investigations, Traffic, Special Teams, Operational grants and manages the department’s vehicle fleet.

Services Division: This element provides management and direction to the following operations: Professional Standards, Dispatch, Records, Budget and Grant management, Property and Evidence, Volunteers in Policing (VIP), Emergency Services for the entire city, and technology support.

Police Advisory and Review Board: The Police Advisory and Review Board (PARB) is a seven member board, appointed by the City Council, whose purpose is to advise the Council, City Manager and Chief of Police on issues pertaining to the Police Department.

Multicultural Commission: The Multicultural Commission is a five member body, appointed by the City Council, to promote diversity within the community.



Volunteers in Policing (VIP): The VIP program assists with various records duties including delivering court papers, archiving police reports, crime analysis, entering information into the Criminal Justice Information System (CJIS), fingerprinting, property and evidence storage and other administrative services.

Emergency Services: The city’s Emergency Services program is responsible for developing and maintaining the ability of the city to prepare for and respond to natural disasters.

Intern Program: This program prepares qualified college students to enter the field of law enforcement. Interns perform law enforcement related duties such as: serving subpoenas, providing parking enforcement, towing abandoned vehicles, and providing support staff for traffic, evidence, patrol and investigations.

Program Accomplishments FY 2012/13

- Conducted several citywide EOC activation training including all city departments and several community partners (Operation Raindrop and Golden Guardian);
- Issued a new community alert/notification system with the county;
- Held shelter drill with American Red Cross and HHS;
- Held eight Get Ready classes for both local businesses and residents;
- Collaborated with the Center for Volunteer and Nonprofit Leadership (CVNL) to promote volunteer opportunities;
- Received \$458,100 in new public safety grants and managed \$1,990,000 in ongoing grants:
 - \$120,000 in STEP Grants for Traffic Safety Enforcement
 - \$42,000 OTS Sobriety Checkpoint
 - \$157,414 in state funding for our Officer assigned to COPE (15 months funding)
 - \$100,000 in state COPS Technology grants
 - \$6,000 from County of Marin for MAAP
 - \$19,886 Homeland Security Automated License Plate Reader (ALPR)
 - \$3,900 K-9 bullet proof vests
 - \$3,500 Target
 - \$5,400 Blue Ribbon Coalition for Youth;
- Completed annual review of the city's Hazard Mitigation Plan;
- Issued 1,250 false alarm billings; and
- Community Outreach Programs:
 - Coffee with the Cops
 - Shop with a Cop
 - National Night Out.



Program Goals FY 2013/14

- Develop proposals for Multi-Family Housing Crime Reduction programs;
- Smoothly transition emergency preparedness function pending potential retirement;
- Continue to effectively manage existing grants and pursue additional grant opportunities;
- AB109 Realignment—Continue county-wide efforts to effectively monitor and manage individuals released pursuant to AB109;
- Continue outreach programs which engage the Hispanic segments of Novato;
- Continue to partner with Novato Blue Ribbon Coalition for Youth to support the Minor Access to Alcohol Program;
- Enhance community outreach through social media and website enhancements;
- Continue outreach to youth oriented activities such as Youth Academy, Community Safety Fair and Girls Forum; and
- County-wide emergency radio (MERA) replacement—increased staff commitment to various subcommittees in conjunction with other Marin agencies.

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Program: Administration

Division Number 2000

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Office of the Chief	2.00		3,400	374,656		45,622		420,278	
Operations Admin.	1.00		1,700	278,784		3,494		282,278	
Services Administration	1.75		2,975	273,566	2,123	54,273		329,962	30,180
Emergency Services					21,250	36,516		57,766	7,950
TOTAL	4.75	0.00	8,075	927,006	23,373	139,905	0	1,090,284	38,130

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	829,716	983,902	1,026,022	1,001,655	927,006
Contract Services	20,492	18,202	24,598	24,598	23,373
Materials and Supplies	110,983	109,289	140,027	138,680	139,905
Capital Outlay		8,095			0
TOTAL	961,191	1,119,488	1,190,647	1,164,933	1,090,284

Department Name: Police

Program: Technical Services

Budget: \$1,680,162

Personnel Allocation: 14.00

Revenue: \$43,975

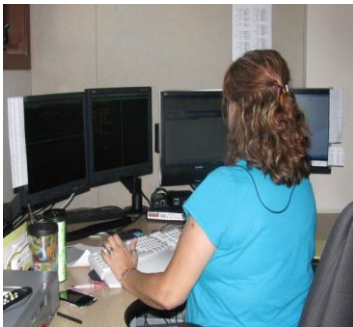
Program Description

The Technical Services Bureau is composed of three sections: Records Management, Communications/Dispatch, and Property and Evidence. These sections provide technical and clerical support for all Police Department activities, including processing citizen calls for service, dispatching communications 24 hours a day, records management, front counter service, property and evidence activities, and purchasing support. Services are performed under the direction of the Administrative Services Captain.

Program Elements

Evidence: The Evidence Technician receives, stores, and releases property and evidence for all police cases, destroys controlled substances and firearms in accordance with state law, and processes supply requests for all police department activities.

Records Management: This element processes police reports and citizen requests for service, answers calls from the public, retrieves and archives police reports, compiles statistics, seals and purges reports in response to state mandates, processes subpoenas and requests for records, and manages documents to and from the District Attorney’s office.



Communications/Dispatch: This element answers 911 and emergency telephone lines, dispatches police officers to calls for service and emergencies, transfers medical and fire calls for service, responds to officer requests for information and enters information into the CAD system as well as updating state and national automated systems. This element also monitors and provides notification to the North Marin Water and Novato Sanitary Districts for after hours service requests.

Program Accomplishments FY 12/13

- Received 73,646 citizen calls;
- 20,538 incidents dispatched; and
- 13,428 pieces of property and evidence cataloged.

Program Goals FY 13/14

- Participate with Marin County Sheriff’s Office (MCSO) to upgrade/replace Computer-Aided Dispatch/Records Management System (CAD/RMS);
- Replace Dispatch Consoles with funds made available through State 911 funding; and
- Partner with Novato Independent Elders and Novato Human Needs to re-introduce Carrier Alert and RUOK programs.

Program: Technical Services

Division Number 2100

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Records Management	4.00	0.02	6,842	382,648	103,356	115,328		601,332	39,475
Communications/ Dispatch	10.00	0.02	17,042	1,020,622	29,505	28,703		1,078,830	4,500
TOTAL	14.00	0.04	23,883	1,403,270	132,861	144,031	0	1,680,162	43,975

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	1,424,122	1,391,793	1,405,900	1,390,099	1,403,270
Contract Services	34,346	71,355	126,510	126,510	132,861
Materials and Supplies	112,879	143,302	147,311	149,031	144,031
Capital Outlay		5,074			0
TOTAL	1,571,347	1,611,524	1,679,721	1,665,640	1,680,162

Department Name: Police

Program: Professional Standards

Budget: \$359,986

Personnel Allocation 1.00

Revenue: \$30,000

Program Description

The Professional Standards Section is responsible for all recruitment and training activities for the Police Department. This includes POST training (Peace Officer Standards and Training), non-POST training and recruitment and selection of new police employees.

Program Elements

Training and Development (Non-POST): This element manages the department’s non-POST training activities for both sworn officers and civilian employees.

Training and Development (POST): This element provides ongoing training for police department personnel as required by POST, as well as other federal, state, and local laws and mandates. POST has established mandated training guidelines for police officers and dispatchers.

Recruitment and Selection: This element is responsible for all department recruitment and selection activities in collaboration with the city’s Human Resources (HR) Division. Duties include recruitment and selection of new employees, testing of applicants, performing background investigations and scheduling polygraph, psychological and medical testing for new police candidates.



Program Accomplishments FY 12/13

- Coordinated Active Shooter trainings for all Novato sworn police personnel and hosted police agencies from greater North Bay;
- Hired eight police officers, one dispatcher, two interns, one management analyst and five volunteers;
- Trained police officers in accordance with mandated POST guidelines;
- Coordinated the in-house testing process for specialty positions;
- Coordinated and arranged for department employees to attend state mandated training;
- Presented POST approved training;
- Continued the volunteer team to manage and deliver the Get Ready program; and
- Continued testing process for the Daily Training Bulletins.

Program Goals FY 13/14

- Increase recruitment efforts to reach more diverse group of applicants;
- Provide officers with the most current training in patrol techniques and tactics; and
- Enhance in-house instructors on perishable skills training (defensive tactics, communications, range).

Program: Professional Standards

Division Number 2200

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Training & Development	1.00		1,700	257,629	500	101,857		359,986	30,000
TOTAL	1.00	0.00	1,700	257,629	500	101,857	0	359,986	30,000

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	431,195	262,833	265,132	265,291	257,629
Contract Services			500	500	500
Materials and Supplies	70,288	95,570	99,857	98,592	101,857
Capital Outlay					0
TOTAL	501,483	358,403	365,489	364,383	359,986

Department**Name:** Police**Program:** Investigations**Budget:** \$802,952**Personnel Allocation:** 5.00**Revenue:** \$13,500

Program Description

The Investigations Section investigates felony and misdemeanor crimes, identifies and apprehends offenders, recovers contraband and stolen property, and prepares cases for criminal prosecution. Also included in this unit are narcotics investigations and child physical and sexual abuse cases.

Program Elements

Criminal Investigations: Detectives are assigned to investigate crimes against persons and property within the city. Designated detectives are primarily assigned to special investigations, which includes violent crime, child abuse, elder and dependent adult abuse, domestic violence, death investigations, missing persons, gangs and intelligence issues, sex, arson, narcotics registrants and gang registrants. Detectives are also assigned to general investigation, which includes burglary, arson, auto theft, ID theft, check fraud, and grand theft.

Child Abuse: Detectives investigate child physical and sexual abuse cases and work in collaboration with Marin Child Protective Services, Community Violence Solutions, Jeanette Prandi Children's Center and other child and youth-serving organizations.

Program Accomplishments FY 12/13

- Major case investigation – Tong Van Lee murder case, five defendants found guilty;
- Continued to coordinate the Marin County gang detail;
- Continued process for POST Institute for Criminal Investigation (ICI) certification for detectives;
- Continued implementation of Jessica's Law (sex registrants);
- Addressed graffiti and vandalism issues working with city code enforcement, public works staff, and citizen volunteers to track and immediately remove graffiti and blight in the community;
- 2,065 new cases investigated; and
- 125 arrests/complaints to DA for prosecution.

Program Goals FY 13/14

- Continue to coordinate the Marin County gang detail;
- Continue POST ICI certification for detectives;
- Implementation of COPLINK database and analysis tools; and
- Identify new technologies to increase unit efficiencies.

Program: Investigations

Division Number 2600

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Criminal Investigations	5.00		8,500	723,816	28,808	50,328		802,952	13,500
TOTAL	5.00	0.00	8,500	723,816	28,808	50,328	0	802,952	13,500

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
Program Inputs:					
Personnel Services	812,565	744,727	741,320	726,552	723,816
Contract Services	32,251	20,366	28,808	28,808	28,808
Materials and Supplies	74,189	49,142	47,899	47,978	50,328
Capital Outlay					0
TOTAL	919,005	814,235	818,027	803,338	802,952

Department Name: Police

Program: Patrol

Budget: \$6,719,350

Personnel Allocation: 41.00

Revenue: \$781,386

Program Description

Personnel in this division provide law enforcement services, respond to all calls for service, and initiate most investigations. Patrol of the city is conducted 24 hours a day, seven days a week. Patrol officers operate in marked police vehicles, on police mountain bikes, off-road motorcycles, and on foot.

Program Elements

Patrol Administration: Patrol Administration is responsible for the direct supervision and coordination of all patrol activities, including officer scheduling, directed patrol activities, ensuring minimum staffing levels, and coordinating special events.

Patrol Operations: Patrol is accomplished through marked police vehicles, police bicycles, off-road motorcycles, and foot patrol. Directed patrol is often employed to target specific crime areas in the city.



Canine Program: This element consists of three officers and three specially trained police dogs. Canine units are used primarily for search and rescue, criminal apprehension, officer safety, and community relations.

Bicycle Patrol Program: This element employs police officers on mountain bikes to patrol selected areas of the city. The bikes are used for special events as well as police operations where vehicle access is limited or a low profile is desired.

Open Space and Park Patrol: Open space and park patrol is accomplished through the use of four off-road motorcycles.

Program Accomplishments FY 12/13

- Automatic License Plate Readers (ALPR) installed on five vehicles resulting in seven stolen vehicle locates and three stolen license plate locates since July, aided detectives in felony vandalism arrest and has led to the arrest of six suspects;
- Automatic Vehicle Locator (AVL) technology installed on all patrol vehicles to enhance officer safety and response coordination;
- Patrol rifles replaced and training given to all officers;
- Participated in county-wide Gun Buy-Back program; 277 guns turned in at NPD;
- Offered the Safe Holiday program with school presentations;
- Responded to 20,538 citizen calls for service;
- Continued a Minor Access to Alcohol Prevention program by using minor decoys to enforce sales to minor violations;
- Continued to enhance the patrol vehicles' Mobile Data Computer (MDC) and digital camera systems;
- Continued the Top the Cops drag racing program at Sonoma Raceway;
- 7,565 cases issued;



PD

- All teams cross trained in handler protection and drug detection;
- Integrated training with Special Response Team for tactical situations; and
- Community Outreach Programs:
 - Coffee with the Cops
 - Shop with a Cop
 - National Night Out.



Program Goals FY 13/14

- Acquire and implement usage of vehicle mounted Forward Looking Infrared (FLIR) technology and additional hand held devices;
- Enhance Wi-Fi networks to increase transmission speeds to and from patrol units traveling within the city to provide increased officer efficiency; and
- Identify next generation mobile data computers in conjunction with fleet replacement

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Program: Patrol

Division Number 2700

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Patrol Administration	2.00		3,400	420,815				420,815	
Patrol Operations	36.00	2.0	65,360	5,246,898	37,331	558,596		5,842,825	781,386
Range Activities						19,853		19,853	
Canine Program	3.00		5,100	386,688	10,315	38,854		435,857	
TOTAL	41.00	2.00	73,860	6,054,401	47,646	617,303	0	6,719,350	781,386

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	5,948,112	5,924,661	6,158,204	6,048,635	6,054,401
Contract Services	12,427	8,451	42,153	42,153	47,646
Materials and Supplies	388,702	579,750	622,909	592,174	617,303
Debt Service	132,693	55,288			0
Capital Outlay	7,049			21,512	0
TOTAL	6,488,983	6,568,150	6,823,266	6,704,474	6,719,350

PD

Department Name: Police

Program: Traffic

Budget: \$637,717

Personnel Allocation: 4.00

Revenue: \$107,000

Program Description

This program investigates collisions occurring in the city including non-injury, injury, and hit-and-run collisions; provides specialized traffic investigation services, 24 hours a day, for major injury or fatal collisions; enforces local and state traffic laws; enforces parking regulations within the city; tows abandoned vehicles; and provides specialized traffic safety services.

Program Elements



Traffic Operations: Traffic officers enforce state and local vehicle code laws, respond to citizen complaints on traffic issues, identify hazardous streets and roadways through use of statistics, provide traffic enforcement and traffic control, provide education to the community on traffic safety, provide courtroom testimony in contested traffic cases, and conduct specialized DUI enforcement. Traffic officers respond to traffic collisions and provide full collision investigative services and damage reconstruction analysis, and administer DUI restitution and vehicle impound programs.

Community Services: This element is responsible for performing traffic control duties, conducting parking enforcement, issuing parking citations, towing abandoned vehicles on public property, handling citation sign-offs, writing property damage reports, and performing vehicle maintenance duties.

Program Accomplishments FY 12/13

- Electronic ticket writers expanded into the whole fleet;
- Purchased parking Enforcement PDA Ticket Writers to be used by interns;
- Novato PD won 3rd overall place in the California Law Enforcement Challenge (CLEC) and 1st place in pedestrian bicycle safety in National Law Enforcement Challenge (NLEC);
- Traffic corporal traveled to Texas and Florida to speak at their Safe Driver Symposium while representing NPD;
- Offered Safe Summer and Safe Holiday programs including education of minors on laws relating to alcohol and tobacco use;
- Continued safety belt and cell phone enforcement;
- \$120,500 in STEP grants for traffic safety enforcement;
- Conducted pedestrian enforcement operation;
- Participated in Avoid the Marin 13 program which includes DUI checkpoints, saturation patrol, court enforcement, warrant programs, and countywide DUI patrols;
- Participated in the Safe Routes to School program;
- Documented 473 collisions, issued 6,794 citations, 227 DUI arrests, and 1,699 parking citations; and
- Partnered with local businesses and organizations on special events.



Program Goals FY 13/14

- Complete the full conversion to the electronic citation writing PDA's, including pursuing opportunities for purchasing approximately 12 more moving citation machines and two parking citation machines;
- Research and identify ALPR (automated license plate reader) parking enforcement programs. Outfit one community services vehicle for timed parking enforcement using the ALPR technology;
- Maintain traffic enforcement levels within the traffic index guidelines to keep a balance between traffic enforcement and traffic collision standards; and
- Reduce the number of injury collisions within the city through proactive community outreach, education and enforcement.

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Program: Traffic
Division Number 2800

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Traffic Operations	4.00		6,800	555,743	5,753	76,221		637,717	64,000
Special Traffic Services									43,000
TOTAL	4.00	0.00	6,800	555,743	5,753	76,221	0	637,717	107,000

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	533,112	549,818	565,122	554,087	555,743
Contract Services	1,217	3,031	5,753	5,753	5,753
Materials and Supplies	59,075	58,786	66,583	66,266	76,221
Capital Outlay					0
TOTAL	593,404	611,635	637,458	626,106	637,717

PD

Department Name: Police

Program: Special Police Services

Budget: \$716,384

Personnel Allocation: 5.00

Revenue: \$464,923

Program Description

This program provides police services for activities considered to be unique or special to the department or community. Programs include the Marin County Major Crimes Task Force, Novato Response Team, Special Response Team/Crisis Negotiation Team, Police Explorer program, Chaplain program, Open House, Special Events, and the Citizen’s Police Academy.

Program Elements

Novato Response Team (NRT): A team consisting of three officers and one Management Analyst who are responsible for the integration of city services to target criminal activity through prevention, intervention and enforcement strategies.

Major Crimes Task Force: One officer from Novato is assigned to the Marin County Major Crimes Task Force. The Major Crimes Task Force is a specialized unit, which investigates major crimes and narcotic offenses within the county.

COPE Grant: One Novato police officer is assigned to the county’s Coordination of Probation Enforcement (COPE) unit, which monitors high-risk narcotic violators who have been placed on probation rather than serving time in custody. The COPE position will bring in \$134,000 in grant revenue in FY 2013/14.

Special Response Team/Crisis Negotiation Team: The Special Response Team (SRT), which is one of only four countywide tactical response teams, provides highly trained personnel to handle critical incidents involving a barricaded subject, hostage or high-risk search warrant situations. Individual members are trained in the use of automatic and high-powered weapons, communications equipment, search and rescue techniques, special tactics and negotiating the release of a hostage.

The Crisis Negotiation Team (CNT) attempts to negotiate the release of a hostage or the surrender of a barricaded subject without injury or death to the hostage, barricaded subject or SRT members.



Crisis Intervention Team (CIT): This team is a countywide team of sworn officers, chaplains and dispatchers trained to assist citizens with various mental illnesses and disabilities.

Police Explorer Program: This element gives young adults and teenagers the opportunity to view a potential law enforcement career. Explorers assist patrol officers with minor cases, providing traffic control at city events, and other light duties. Police explorers are often called upon to assist at special events to perform traffic or parking control.

Chaplain Program: The Chaplain program provides a pastoral presence at any incident or function where a citizen or officer requires spiritual assistance. This program is non-denominational. The chaplains receive ongoing crisis intervention training as part of their involvement with the Police Department.



Special Events: This element provides police services for special events such as the Novato Art and Wine Festival, Fourth of July Parade, Nostalgia Days, parades, movie and television productions, school dances, athletic events, funeral processions, and other events requiring police services.

Program Accomplishments FY 12/13

- Novato Response Team providing targeted prevention, education and enforcement efforts citywide;
- NRT provided Active Shooter training to Novato Unified School District (NUSD) and city staff; and
- Continued partnership with Marin County Major Crimes Task Force and the COPE Team with an officer assigned to both county-wide programs.

Program Goals FY 13/14

- Continue liaison efforts with NRT and Novato Unified School District in an effort to manage criminal and gang activity, drug and alcohol use and youth violence; and
- Investigate opportunities for collaboration and efficiencies amongst the SRT and CNT teams.

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Program: Special Police Services

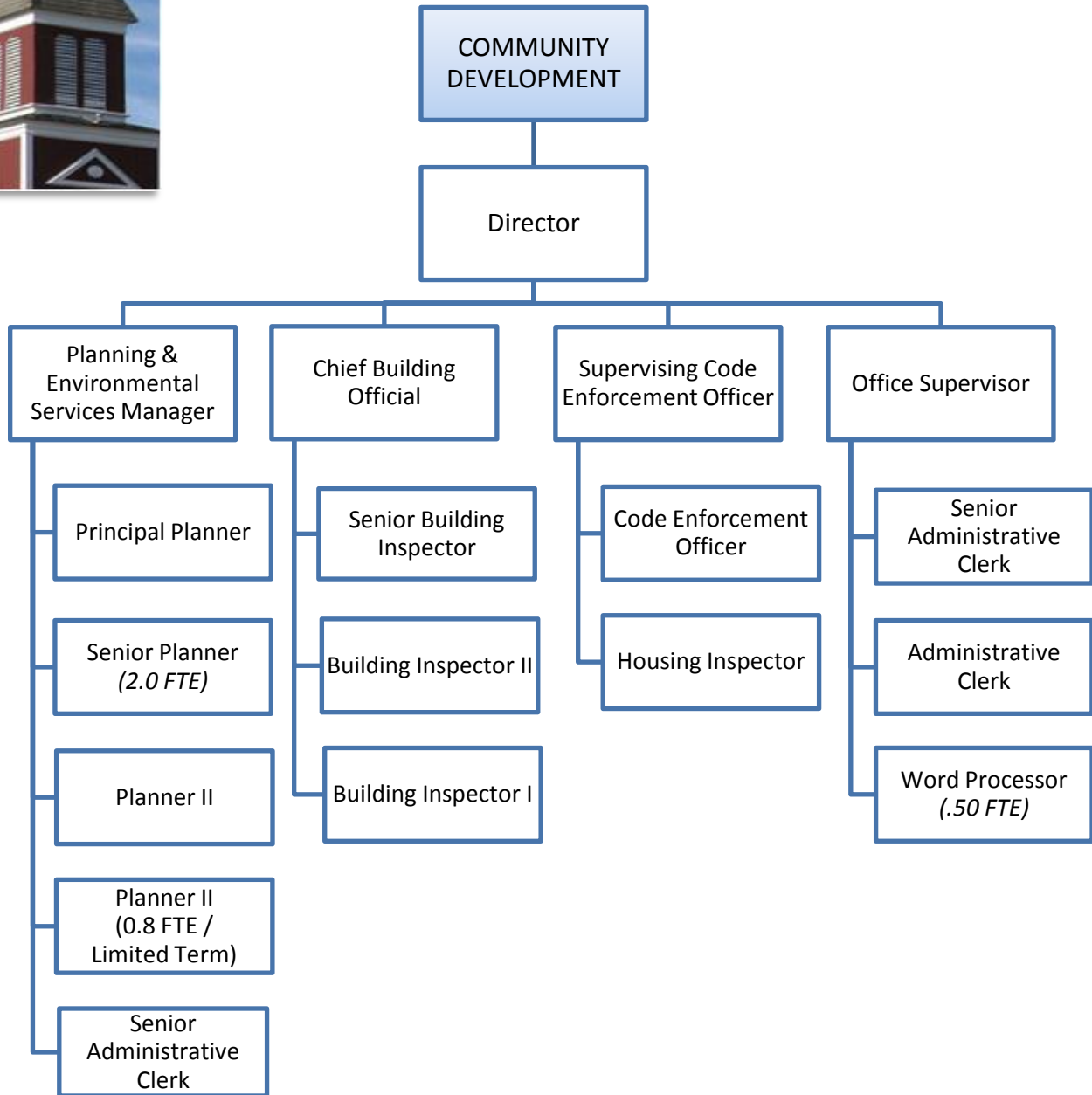
Division Number 2900

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Major Crimes Task Force	1.00		1,700	131,399	1,517			132,916	
COPE Grant	1.00		1,700	139,007				139,007	133,983
Novato Response Team (NRT)	3.00		5,100	389,492				389,492	325,940
Special Response Team				18,709		20,059		38,768	
Explorers						1,158		1,158	
Chaplain Program						1,366		1,366	
Special Events				13,677				13,677	5,000
Citizens Police Academy								0	
TOTAL	5.00	0.00	8,500	692,284	1,517	22,583	0	716,384	464,923

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	285,391	429,263	701,748	688,611	692,284
Contract Services			1,517	1,517	1,517
Materials and Supplies	7,890	11,351	11,583	11,583	22,583
Capital Outlay					0
TOTAL	293,281	440,614	714,848	701,711	716,384

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Revenue & Appropriation Summary

	Adopted	Final	Adopted	Adopted to Adopted	
	Budget	Budget	Budget	Increase/(Decrease)	
	2012/13	2012/13	2013/14	Dollar	Percent
Revenues					
Abandoned Vehicle Program	35,000	35,000	35,000	-	0.00%
Building Permit Investigative Fees	150,000	150,000	150,000	-	0.00%
Residential Inspection Fees	230,000	230,000	230,000	-	0.00%
Plan Storage Fees	18,424	18,424	18,500	76	0.41%
Administration Fees	24,486	24,486	19,300	(5,186)	(21.18)%
Cost Recovery Fees - Clerical Fees	17,151	17,151	4,650	(12,501)	(72.89)%
Home Occupation Permit	9,818	9,818	9,750	(68)	(0.69)%
Tree Removal Permit	4,500	4,500	4,500	-	0.00%
Housing Program Fees	-	-	134,600	134,600	-
Planning Flat Fees	9,500	9,500	10,000	500	5.26%
Cost Recovery - Private Projects	150,000	150,000	125,000	(25,000)	(16.67)%
Planning Final Site Inspection	1,400	1,400	1,500	100	7.14%
Building Plan Check/Planning	10,388	10,388	10,000	(388)	(3.74)%
Appeals	400	400	1,950	1,550	387.50%
Cost Recovery Penalties	2,829	2,829	2,020	(809)	(28.60)%
Building Plan Check Fees	149,760	149,760	153,500	3,740	2.50%
Energy Plan Check Fees	46,800	46,800	48,000	1,200	2.56%
Crime Prevention Plan Check	913	913	350	(563)	(61.66)%
Building Permits	431,600	431,600	445,000	13,400	3.10%
Electrical, Plumbing, & Mechanical Permit	197,600	197,600	195,000	(2,600)	(1.32)%
Miscellaneous Revenue	1,473	1,473	320	(1,153)	(78.28)%
Department Total	\$1,492,042	\$1,492,042	\$1,598,940	106,898	7.16%
Appropriations					
Administration	215,898	187,859	217,884	1,986	0.92%
Code Enforcement	309,783	305,836	288,150	(21,633)	(6.98)%
Planning	803,628	819,084	895,769	92,141	11.47%
Clerical Support Services	137,524	135,660	221,143	83,619	60.80%
Building Inspection	586,186	578,615	505,296	(80,890)	(13.80)%
Department Total	\$2,053,019	\$2,027,054	\$2,128,242	75,223	3.66%

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 environment of the city, and assist in providing safe and well maintained buildings.

Department Responsibilities

The Community Development Department is responsible for administering land use policies, environmental regulations, and design and building code standards for new construction based on federal, state and local requirements.

The Planning Division maintains and implements the Novato General Plan, the local governing policy document that reflects the city's vision of future growth and development and which provides policy direction for department operations.

The Building Division is responsible for issuing building permits and inspecting construction projects according to state building codes. This division staffs the city's One-Stop Shop for over-the-counter permitting services.

The Code Enforcement Division investigates and directs the remediation of unsafe and blighted properties. This division also manages the city's residential resale program and the multi-family inspection program, which was transferred from the County of Marin to the City of Novato in 2007. The multi-family inspection program complements the residential resale inspection program by providing ongoing monitoring of the overall condition of a range of housing types and reducing unpermitted construction.

The Community Development Department provides staffing to various commissions and committees, with the Planning Division providing support to the Planning Commission and Design Review Commission. Building and code enforcement staff provides support to the Novato Housing, Zoning and Building Codes Appeals Board.

The department is committed to improving the city's economic base while retaining the community's character and environmental resources. During the past year the department processed entitlements for the Hanna Ranch hotel/retail/office project, with natural restoration and preservation of over half of the site. Warner Creek, a 60-unit senior housing project affordable to very low income residents was completed, again demonstrating the city's commitment to providing affordable housing for a wide range of residents.

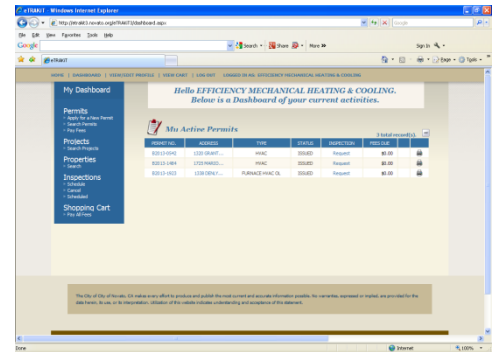
The Community Development Department strives to provide efficient and customer-oriented permit services, and to continuously seek to implement innovative improvements.

Department Goals FY 2013/14

Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document.

Department Notes

- After an extensive public process, a draft Housing Element was endorsed by the City Council in April 2013. Consultants have been selected to prepare the Environmental Impact Report for the draft Element. The Department expects to bring both documents to the Planning Commission for a recommendation and to the City Council for adoption in the fall of 2013;
- Staff monitored the preparation of the regional Sustainable Communities Strategy and the Regional Housing Needs Allocation and assisted the City Council in responding to the Association of Bay Area Governments (ABAG);
- A prominent mixed use commercial building was completed by Umpqua Bank at the corner of Grant Avenue and Redwood Boulevard, and is currently being offered for tenancy;
- In-N-Out Burger received approval from the Design Review Commission in December 2012, and the building permit was issued in April 2013 for its location in the Vintage Oaks Shopping Center;
- Peet’s Coffee opened a new store at 7320 Redwood Avenue in late 2012, and was recently joined by Smashburger, a hamburger restaurant chain based in Colorado;
- Several Zoning Code modifications were approved by the City Council in October 2012 to streamline permit processes, making it easier to secure permits for new downtown restaurants, new telecommunication antennas, and tree removal and to make modifications to properties zoned as planned developments;
- With the state-mandated dissolution of redevelopment agencies, Planning staff provided interim administration of the city’s affordable housing program and assets and assisted with the transfer of the program to housing specialists Hello Housing;
- The e-Permits service was initiated to allow online application for minor building permits that do not require plan submittal and to allow public access to permit records and status;
- The majority of building permit plans and files and planning application files were digitized in advance of moving into new administrative offices; and
- A permanent Community Development Director was appointed in December 2012.



Code Enforcement

The Code Enforcement Division continues to work in concert with property owners and tenants with the focus on compliance with the city’s property maintenance codes. Well maintained properties reflect the overall health and well-being of the community and enhance property values. Over 700 complaints regarding unmaintained properties or potential public nuisances were processed during FY 2012/13. Code Enforcement officers focus on educating and working with property owners and tenants to gain compliance with health and safety codes.

The division experienced a change in leadership in December 2012 with the retirement of its Code Enforcement Supervisor and promotion of the Code Enforcement Officer to this position.

The Multi-Family Inspection Program inspects all apartment complexes on a two-year rotation to ensure safe, reliable housing for residents and neighbors. The program saw a major decrease in substandard conditions since the program’s inception, as well as improved rapport with property owners and managers.



The Resale Inspection Program inspects all ownership housing units prior to resale to protect new homebuyers and to address issues before they affect the surrounding neighborhood. The past year saw an increase in the number of resale inspections due to an improving residential market.

Planning Division

The Planning Division works on current (development review) and long-range planning activities. The long-range planning activities that will be a major focus for the Planning Division include the update of the city's Housing Element, the North Redwood Boulevard Corridor study and an update of the entire General Plan.

In the spring and summer of 2012, staff began the preparation of a draft Housing Element, and brought this initial draft document to the Planning Commission for comments in October 2012. With some minor modifications suggested by the public and Planning Commission, this version of the draft Housing Element was sent to the State Department of Housing and Community Development (HCD) for their review. The City received comments from HCD in December 2012, and in response brought a revised draft Housing Element to a joint session of the City Council and Planning Commission for review in April 2013. The Planning Commission and City Council endorsed this draft document, and called for the preparation of an environmental impact report. The Department expects to bring both documents to the Planning Commission for a recommendation and then adoption by the City Council in the fall of 2013.

Staff and City Council members continued to monitor and respond to the regional processes of preparing forecasts for future housing needs and job creation for the Sustainable Communities Strategies. The SCS, now referred to as "Plan Bay Area", consists of two documents which were released in spring of 2013 – the Plan, and the draft Environmental Impact Report (EIR). City Council commented on the Plan and draft EIR to ABAG in May 2013.

Staff will resume work on the update of the 1996 General Plan, with an immediate focus on the North Redwood Boulevard Corridor in summer of 2013. The city will use web-based engagement software to generate comments from those who are interested in participating in these kinds of meetings, but who may not have the ability to attend night meetings due to work or family commitments, or other issues.

While private developed proposals slowed over the past few years due to the recession, a number of new project proposals are being processed. Staff has received applications for housing (14 units of affordable housing for families on Nave Drive; 48 units of senior housing on State Access Road; 117 units of independent and assisted living on the McPhail's site south of Hanna Ranch); and commercial projects (In-N-Out Burger on Vintage Way; Chick-Fil-A on Rowland Way; three new retail buildings at 7530 Redwood, north of Trader Joe's, an application for a new grocery store at 7546 Redwood); and a proposed change in the General Plan designation for the 46-acre site at 7701 Redwood (San Marin Business Park) from office to multi-family residential.

Housing

With the state-mandated dissolution of redevelopment agencies in December 2011, the Marin Housing Authority provided interim administration of the city's affordable housing program from February to December 2012. In December 2012, this role was permanently transferred to Hello Housing, a 501(c)3 nonprofit organization that focuses on creating innovative housing programs with government partners and their constituencies. Hello Housing offers a very entrepreneurial and customer-focused team to assist residents of affordable units with sales and refinancing, utilizing a cost structure that helps minimize the impact to the city's General Fund.

The City Council designated available funds from the city's Affordable Housing Fund and from the federal Community Development Block Grant (CDBG) to assist in pre-development costs for 14 extremely low income transitional family units by Homeward Bound on Nave Drive and for ten single-family homes on Fourth Street proposed to be built by Habitat for Humanity and future residents.

Environmental Management

As environmental sustainability becomes integrated into the policies and work practices of the city, the City Council has transferred responsibility for this activity to the Community Development Department. The Planning and Environmental Manager has lead responsibility for these efforts in coordination with the City Council, City Manager and other departments. A major goal will be incorporation of the goals and policies of the Climate Change Action Plan (CCAP) into the updated General Plan. Additionally, the City's 2010 Greenhouse Gas (GHG) inventory was prepared, and presented to the City Council in May 2013.

Through the American Reinvestment and Recovery Act (ARRA) of 2009, the city was awarded an Energy Efficiency and Conservation Block Grant (EECBG) from the Department of Energy for \$481,900. With the first \$100,000 of this grant, the city prepared and the Council approved the CCAP in December 2009. With the remaining grant funds, the city created the Energy Efficient Streetlight Conversion program which retrofitted 844 streetlights to new LED technology in 2011. The City expended its funds and completed the reporting by October 2012.

Building Division

New residential and commercial development increased compared to pre-recession levels, along with residential remodeling and commercial tenant improvements in the past year.

Our popular One-Stop Shop continues to generate most of the permits for residential remodels, additions, and other minor work. Online ePermits service was initiated, allowing public access to building permit, planning application and code enforcement records, including the status of current applications in process. An online system that allows issuance of minor building permits to property owners and contractors was initiated on a trial basis in April 2013. In addition to improving our service to the public, online permitting is environmentally friendly by eliminating trips to city offices.

Inspection requests remain at a very steady level, increasing 4% for a second year in a row. The ability to schedule inspections and to check inspection results online has received very positive feedback.

The 61-unit Warner Creek Senior Housing project was completed in 2012. Canyon Green, a 25-unit subdivision on the site of the old Novato Hospital, began construction during this fiscal year.

A new multi-tenant retail building replaced the old Denny's Restaurant building on Redwood Boulevard near DeLong. The Umpqua Bank building at 999 Grant Avenue has also been completed at a very prominent downtown intersection and will further enhance the redevelopment of downtown Novato.

Bio Marin continues to acquire buildings to expand and make substantial improvements to its facilities in various locations within the Bel Marin Keys Industrial Park including administrative offices at 100 Wood Hollow Drive.

Other Building Division highlights include:

- Over 70% of the total building permits issued are processed at our busy One-Stop Shop serving an average of 70 to 80 citizens and contractors each week;
- Solar permits, mostly for photovoltaic systems for both commercial and residential projects, increased 18% over the previous year even with reduced rebates and tax credits;
- The enhancement of the CRW permit tracking software provides automated inspection requests, online information available for inspections results, the status of permit reviews, record searches and online minor permit issuance; and
- The Division's web pages are regularly updated with changes to building codes, new forms, policies, bulletins and consumer alerts. There are complete instructions to the public on how to obtain a permit, the various steps of the permit process, as well as other pertinent information.

Department Performance Measures

Building Inspection Performance Measures:	Actual FY 2011/12	Actual FY 2012/13	Projected FY 2013/14
Number of annual inspections	4,675	4,849	5,000
Percentage of inspections completed on scheduled day	99%	99%	99%
Code Enforcement Performance Measures:			
Number of annual complaints	2,400	2,200	2,300
Percentage of complaints by category			
Building	45%	50%	45%
Abatement	20%	20%	25%
Zoning	30%	35%	25%
Engineering/Other	5%	5%	5%
Percent of complaints resolved within 12-month period	80%	75%	70%
Planning Performance Measures:			
Number of private projects received	100	76	70
Number of private projects approved	93	83	50
Number of hours spent on private projects	1,800	1,800	1,400
Average hours per project	16	18	28
Clerical Support Services Performance Measures:			
Total number of permits processed/issued	2,332	2,566	2,660
Percentage of all permits issued under One-Stop Shop Program	72%	78%	75%
Average time to process approved One-Stop Shop Permits	12 minutes	12 minutes	12 minutes

Department**Name:** Community Development**Program:** Administration**Budget:** \$217,884**Personnel Allocation:** 0.80**Revenue:** \$0

Program Description

The Community Development Director plans and manages the overall activities of the department, including the Planning, Building and Code Enforcement divisions, and provides policy direction regarding services provided to the Design Review Commission, Planning Commission, City Council and community.

Program Elements

Administration: The Community Development Director is the overall coordinator of Community Development services. The Director provides policy direction for the department and makes decisions regarding hiring, promotions, assignments and supervision, and both prepares and monitors the departmental budget. The Director reviews work to be presented to the City Council, and represents the department at council meetings. The Community Development Director coordinates activities with other city departments, especially Public Works. The two departments conduct joint staff meetings with senior staff members on an as-needed basis to coordinate work efforts and discuss management issues and priorities.

Program Accomplishments FY 2012/13

- A new permanent Community Development Director was appointed in December 2012;
- Directed the completion of the Draft Housing Element and reinitiation of the General Plan update; and
- Processed several Zoning code modifications to streamline permit processes, making it easier to secure permits for new downtown restaurants, new telecommunication antennas, and tree removal and to make modifications to properties zoned as planned developments.

Program Goals FY 2013/14

Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document.

Program: Administration

Division Number 4000

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Administration	0.80		1,360	154,640		59,657		214,297	
Sustainability					2,101	1,486		3,587	
TOTAL	0.80	0.00	1,360	154,640	2,101	61,143	0	217,884	0

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	153,475	138,602	152,760	135,227	154,640
Contract Services	2,000	2,000	2,101	2,101	2,101
Materials and Supplies	19,792	19,318	61,037	50,531	61,143
Capital Outlay					0
TOTAL	175,267	159,920	215,898	187,859	217,884

Department**Name:** Community Development**Program:** Code Enforcement**Budget:** \$288,150**Personnel Allocation:** 3.15**Revenue:** \$416,550**Program Description**

Code Enforcement staff enforces codes related to building, zoning and property maintenance including investigation of public complaints, home resale inspections, and multi-family housing inspections.

Program Elements

Administration: This function directs and monitors division activities relating to nuisance abatement, housing inspections and zoning issues. Administration also reviews investigative cases to be heard by the Housing, Zoning and Building Codes Appeal Board as well as presentations before the City Council for appeals of Board rulings. Staff also conducts investigations on sensitive issues or high profile cases.

Complaint Investigation: Responds to inquiries regarding possible violations of the Municipal Code. This section investigates complaints regarding municipal, building, plumbing, electrical, and mechanical codes, issues stop-work orders for illegal construction, responds to illegal discharge issues, property maintenance complaints, hazardous material incidents, graffiti abatement and conducts community outreach programs in cooperation with the Police Department and Fire District.

Resale Inspection Services: Coordinates and directs inspection program prior to the sale of single family and condominium residences to inform potential owners of code violations and to rectify unpermitted or hazardous construction.

Resale Permit Issuance: Reviews applications and plans for permit issuance for illegal construction discovered during resale inspections. This section coordinates with Building and Zoning divisions to issue "as-built" permits relating to resale inspections.

Multi-Family Housing Inspection: Performs semi-annual housing inspections of apartment units to identify sub-standard living conditions and illegal construction. Works in partnership with property owners and tenants to correct and prevent sub-standard housing and blighted properties. Properties that meet or exceed the Uniform Housing standards receive a certificate of compliance.

Program Accomplishments FY 2012/13

- Instituted new division leadership with the promotion of the Code Enforcement Officer to Code Enforcement Supervisor;
- Responded to 700 public complaints, with 80% compliance achieved after first notification;
- Improved processing time for issuance of resale inspection reports from ten days to five days, with many reports available within one to two days; and
- Referred 13 challenging cases to the Zoning, Housing and Building Codes Appeal Board for resolution.

Program Goals FY 2013/14

Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document.

Program: Code Enforcement

Division Number 4100

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Code Enforcement	1.75		2,975	176,982	6,830	13,478		197,290	266,550
Resale Inspection	1.35		2,295	90,860				90,860	150,000
One-Stop Shop	0.05		85	0				0	
TOTAL	3.15	0.00	5,355	267,842	6,830	13,478	0	288,150	416,550

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	266,925	285,469	289,503	285,528	267,842
Contract Services	1,185	0	6,830	6,830	6,830
Materials and Supplies	18,941	11,836	13,450	13,478	13,478
Capital Outlay					0
TOTAL	287,051	297,305	309,783	305,836	288,150

Department**Name:** Community Development**Program:** Planning**Budget:** \$895,769**Personnel Allocation:** 6.20**Revenue:** \$312,250**Program Description**

The Planning Division consists of both Current and Long-Range Planning Sections. Current Planning is responsible for 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 is responsible for implementing and updating the City's General Plan, including the Housing Element, and for monitoring regional planning activities. The Planning Division also assists in the administration of the City's affordable housing program. The Planning division staffs the Planning Commission and Design Review Commission.

Program Elements

Planning Administration: Directs activities of the Planning Division and coordinates interaction with other city departments and outside agencies, including prioritizing workloads and implementing council goals and projects. Administration monitors the Planning Division budget, monitors and tracks the timely processing of internal and external requests, and manages both long-range and current planning projects. Administration plays a key role in responding to requests from other departments and agencies, handling media inquiries, client complaints, and conducting various public outreach programs.

Long-Range Planning: Conducts the city's long-range planning activities. These activities include the development and adoption of land use plans, specific plans, policies, and ordinances. This element is responsible for the administration of the General Plan programs and implementation of General Plan policies through development of zoning ordinances and interpretation of existing legislation. In addition, Long-Range Planning coordinates with outside agencies on policy matters affecting the city. Responsibilities also include preparation of grant proposals, administration of planning-related grants, evaluation of Marin County programs and projects (including Local Agency Formation Commission (LAFCO) activities) as they relate to the City of Novato, drafting of state legislation, monitoring CalTrans projects, and performing a variety of special projects as directed by the City Council.

Current Planning (Development Review): Staff is engaged in processing a variety of entitlement activities including planning and building permits for all private development projects occurring in the city. Project proposals are evaluated for conformance with city policies, codes and design standards. Environmental documents and miscellaneous reports are prepared in order to facilitate interagency and public review. This element supports and attends City Council, Planning Commission, and Design Review Commission meetings as well as hearings before the Zoning Administrator. These projects are actively monitored for compliance with all conditions of approval prior to, during, and following construction.

Planning Commission: This element includes all activities required to staff the Planning Commission including management of agendas, staff report packets, preparation of meeting minutes, attendance at meetings, and other staffing required for non-cost recovery projects or programs.

Design Review Commission: This element includes all activities required to staff the Design Review Commission, including agenda management, staff report packets, meeting minutes preparation, staff attendance at meetings, and other staffing required for non-cost recovery projects or programs.

Housing Programs: Primarily responsible for implementation of the city's affordable housing program. This element works in conjunction with the long-range planning section in implementing the city's housing goals, policies, and programs.

Program Accomplishments FY 2012/13

- Prepared a Draft Housing Element for state review and prepared revisions based on state comments for City Council review. Initiated preparation of an environmental impact report for the Draft Housing Element;
- Monitored the regional processes preparing growth forecasts for the Sustainable Communities Strategy (Plan Bay Area), the Draft EIR for Plan Bay Area and the 2014-2022 Regional Housing Needs Allocation, and assisted the City Council in responding to the Association of Bay Area Governments;
- Provided assistance in administering and transitioning the city's affordable housing program and assets to Hello Housing, following dissolution of the Redevelopment Agency; and
- Processed approvals for a mixed-use project at Hanna Ranch, a prominent commercial building at 999 Grant Avenue and affordable housing at the Buck Institute.

Program Goals FY 2013/14

Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document.

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Program: Planning

Division Number 4200

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Administration	1.10		1,870	140,888		27,342		168,230	16,500
General Plan/ Long-Range Planning	2.10		3,570	249,663				249,663	
Private Project Processing	3.00		5,100	370,626				370,626	161,150
Design Review Committee								0	
Housing Programs					106,250	1,000		107,250	134,600
TOTAL	6.20	0.00	10,540	761,177	106,250	28,342	0	895,769	312,250

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	574,891	637,038	782,916	758,150	761,177
Contract Services		16,905		36,006	106,250
Materials and Supplies	13,134	(27,460)	20,712	24,928	28,342
Capital Outlay					0
TOTAL	588,025	626,483	803,628	819,084	895,769

Department Name: Community Development

Program: Clerical Support Services

Budget: \$221,143

Personnel Allocation: 1.35

Revenue: \$18,670

Program Description

Clerical Support Services provides three critical program elements: department support services, word processing, and direct support and service to the public.

Program Elements

Department Support Services: Staffed by an office supervisor and administrative clerks, this program provides clerical support services vital to the operations of the department. Administrative clerks screen, accept, and forward permit applications to appropriate divisions for review and approval. Minor residential permits are issued by the administrative clerks during normal work hours in addition to the One-Stop Shop hours. Current construction schedules often require that clerical staff process 15 to 25 residential and commercial building permits per week.

The administrative clerks perform the cashiering function for the department, collecting and processing fees associated with applications, permits, business licenses, residential resale reports, etc. Staff processes all legal notices and purchase requests. Staff is also responsible for managing the department's records and provides for the review and integrity of documentation requested by subpoena.

This element is the initial point of contact for the public, including individuals, community groups, contractors, developers, and realtors. Staff provides a wide variety of information related to the department and the city. This element provides full-time reception duties for the department, directing inquiries to appropriate staff and providing referrals to other public agencies when appropriate. Staff assists the public in obtaining copies of public records and scheduling resale inspections.

Word Processing: This element provides routine and specialized typing/formatting of documents for the Community Development and Public Works Departments.

Program Accomplishments FY 2012/13

- Continued activity at One-Stop Shop serving 60 to 70 customers each week (60% of permits issued are processed in this manner);
- Initiated e-Permits service, which allows online access to building permit, planning application and code enforcement records, online inspection requests and real-time application status. Also initiated online submittal and issuance of minor residential building permits; and
- Coordinated the digitizing of building and planning permit files and building permit plans.

Program Goals FY 2013/14

Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document.

Program: Clerical Support Services

Division Number 4300

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Dept. Support Services	0.60		1,020		92,173			92,173	18,670
One-Stop Shop	0.75		1,275		128,970			128,970	
TOTAL	1.35	0.00	2,295	221,143	0	0	0	221,143	18,670

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	131,531	136,614	137,524	135,660	221,143
Contract Services					0
Materials and Supplies	1				0
Capital Outlay					0
TOTAL	131,532	136,614	137,524	135,660	221,143

Department**Name:** Community Development**Program:** Building**Budget:** \$505,296**Personnel Allocation:** 5.00**Revenue:** \$851,470**Program Description**

The Building Division manages the review, issuance and inspection of applications for building permits. The Division manages the One-Stop Shop for express building permitting and supports the Housing and Building Codes Appeal Board.

Program Elements

Administration/Plan Review: Supervises and directs daily activities of building inspectors and administrative clerks. This element is responsible for all building plan review processing, tracking and final issuance of permits. Provides applicants with coordinated plan review as it pertains to civil engineering and advanced structural aspects during the permit application process. Minor permits, including Faxmit permits and online permits, are processed or reviewed by the administrative clerks on a daily basis. All disabled accessibility complaints are handled as part of the administration duties.

Building Inspection: Performs all necessary building and site inspection activities in accordance with the state Building Code. Inspections include engineering site work, grading and encroachment permits, and drainage for private lot development. Integrating grading and drainage compliance into the building inspectors' inspection role reduces redundant site visits and provides for a seamless plan review and inspection process. Building Inspection staff is responsible for plan review and inspection of all new commercial and residential construction, including remodels and additions. Despite reductions in staffing, the division has successfully adhered to the 24-hour inspection response goal. Building Inspection staff collaborates with Code Enforcement Officers when necessary to address complex code enforcement cases.

One-Stop Shop: The popular One-Stop Shop enables homeowners and contractors to obtain simple building and planning permits over-the-counter and to ask questions of inspectors, planners and code enforcement officers during designated morning hours, four days each week.

Housing and Building Codes Appeals Board: Provides determinations on appeals or referrals of building code interpretations and violations, and on public nuisances.

Program Accomplishments FY 2012/13

- Permitted and inspected over \$39 million in new construction;
- Performed over 5,400 building inspections;
- Inspection requests increased 11% from FY 11/12;
- Construction completed on the 61-unit Warner Creek senior housing project, laboratory space at the Buck Institute, \$10 million lab improvements for BioMarin, the Umpqua Bank building at 999 Grant, the 7370 Redwood Boulevard retail building, and tenant improvements for Panera Bread and Verizon at Vintage Oaks;

- Construction initiated at the Canyon Oaks subdivision and In-N-Out Burger;
- Launched new service for issuing minor permits to contractors online;
- Launched online access that allows the public to check status of permit applications, planning project status, inspection results and property history for permits, projects or code enforcement action; and
- Digitized all permit records and plans.

Program Goals FY 2013/14

Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document.

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Program: Building

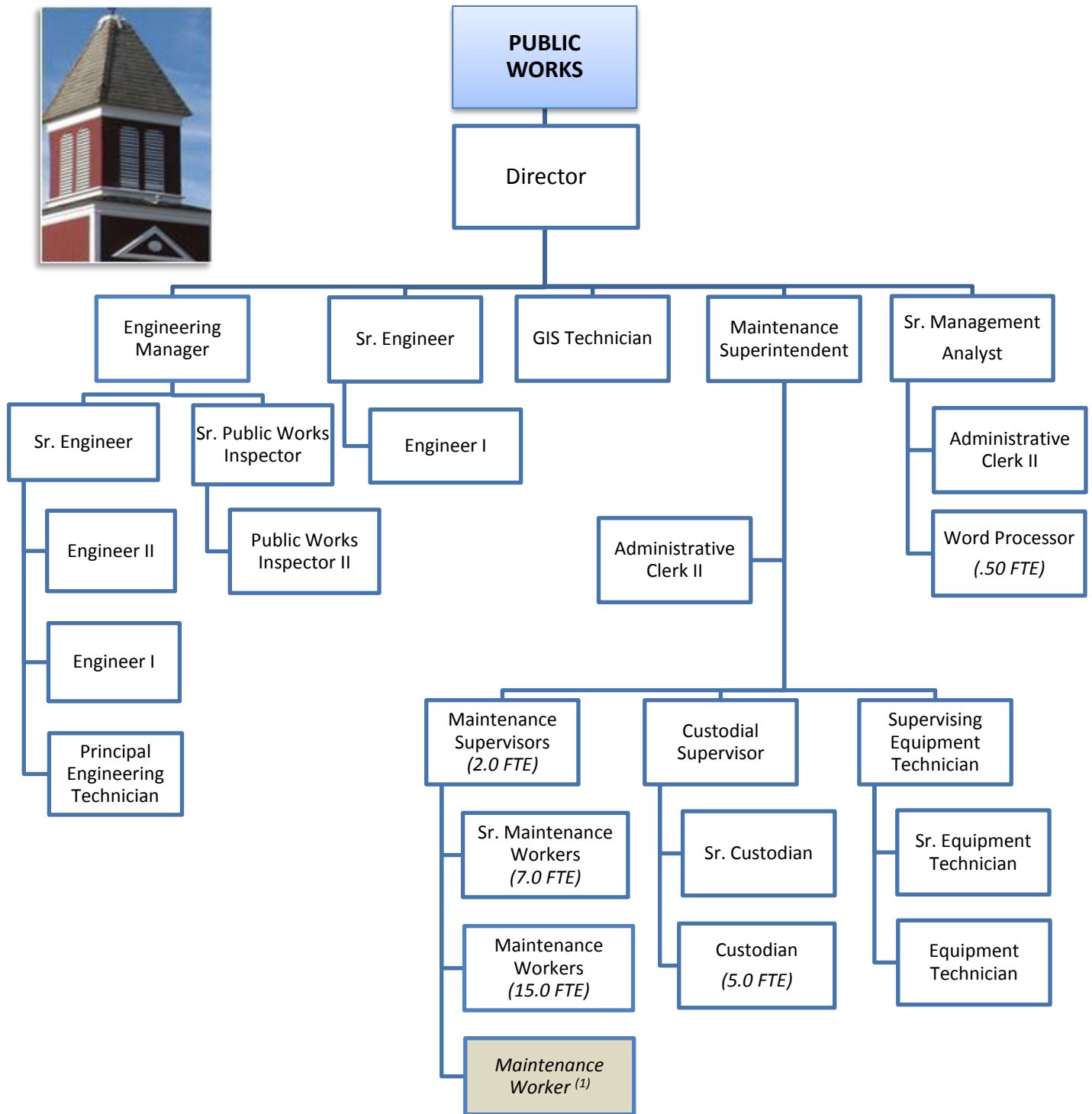
Division Number 4400

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Administration & Plan Review	5.00		8,500	452,411	13,618	39,267		505,296	211,470
Building Inspection								0	640,000
TOTAL	5.00	0.00	8,500	452,411	13,618	39,267	0	505,296	851,470

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
Program Inputs:					
Personnel Services	511,327	525,906	533,272	525,730	452,411
Contract Services	8,554	3,277	13,618	13,618	13,618
Materials and Supplies	24,055	27,761	39,296	39,267	39,267
Capital Outlay					0
TOTAL	543,936	556,944	586,186	578,615	505,296

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Revenue & Appropriation Summary

	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Intergovernmental Revenue	10,000	10,000	10,000	-	0.00%
Encroachment and Grading Permits	32,285	32,285	40,644	8,359	25.89%
Engineering Flat Fees	116,656	116,656	91,324	(25,332)	(21.72)%
Engineering Cost Recovery			14,206	14,206	-
Engineering Final Site Inspection	67,215	67,215	60,882	(6,333)	(9.42)%
Basemapping Products & Services	1,623	1,623	65	(1,558)	(96.00)%
Park & Facilities Rentals	23,036	23,036	18,685	(4,351)	(18.89)%
Miscellaneous Fees	8,952	8,952	10,890	1,938	21.65%
Department Total	\$259,767	\$259,767	\$246,696	(13,071)	(5.03)%
Appropriations					
Traffic and Engineering Administration	790,106	784,856	794,574	4,468	0.57%
Project Development	210,663	207,607	242,257	31,594	15.00%
Construction Management	881,104	864,659	839,567	(41,537)	(4.71)%
<i>Less Capital Projects Reimbursement</i>	<i>(800,000)</i>	<i>(800,000)</i>	<i>(800,000)</i>	<i>-</i>	<i>-</i>
GIS & Mapping	168,361	167,242	153,588	(14,773)	(8.77)%
Maintenance Administration	305,345	306,313	309,847	4,502	1.47%
Street Maintenance	1,220,766	1,205,191	1,218,362	(2,404)	(0.20)%
Traffic Operations	448,754	455,453	430,574	(18,180)	(4.05)%
Street Trees & Parkway Maintenance	349,271	343,198	343,170	(6,101)	(1.75)%
Parks Maintenance	1,339,430	1,303,188	1,314,613	(24,817)	(1.85)%
Building Maintenance	944,893	937,757	1,110,354	165,461	17.51%
Department Total	\$5,858,693	\$5,775,464	\$5,956,906	98,213	1.68%

Department Mission Statement

The Public Works Department is committed to providing top quality programs, projects and services through the design, construction, maintenance, and operation of public use facilities. The department is dedicated to ensuring that residents, businesses and visitors experience a safe, enjoyable and healthy Novato community.

Department Responsibilities

The Public Works Director manages the department, which is comprised of the Engineering and Maintenance Divisions. These two operating divisions are complementary in achieving the successful design, construction, and operation of the city's public infrastructure.

The Engineering Division is responsible for all technical issues related to traffic movement, the design of public facilities (public street, park, building and drainage improvements) and project construction management within the public right-of-way. The division also administers the streetlight maintenance contract, several landscaping assessment districts, the pavement management program (PMP), drainage master plan, Geographic Information System (GIS) and applications, bus shelter advertising program and special programs such as the National Flood Insurance Program (NFIP) including the community rating system, and the storm water pollution prevention (MCSTOPPP), Safe Routes to School, and solid waste (recycling) programs.



The Maintenance Division is responsible for the long-term care of all city-owned land and public buildings, as well as regular maintenance and repair of streets, storm drains, pumping facilities, parks, median islands, roadside landscaping, street trees, vehicles, and equipment. The division also provides many additional behind the scenes services to the community such as winter storm preparedness, emergency/disaster response, hazardous materials cleanup and disposal, and traffic management services. The division provides regular community services such as street sweeping, debris and leaf removal, graffiti removal, banner installation and removal, compost and wood chip provision, Christmas tree light placements in the downtown area, and facilities set-up for public and private events.

Public Works provides staffing and support to various Council-established advisory groups, including: Underground Utilities; Solid Waste; Street Improvements Oversight; Safe Routes to School; Bicycle/Pedestrian Advisory Committees; and the Streetscape Maintenance Coalition.

Administration

The administration section includes the Director, a Senior Management Analyst, an Administrative Clerk, and a Word Processor shared with the Community Development department. Section duties include preparation and monitoring of the departmental operating budget, preparation and monitoring of the Capital Improvement Program (CIP) budget, cost recovery billing oversight, grant administration, oversight of the bus shelter advertising program, department purchase and expenditure management, training and mentoring, word processing, personnel functions, project prioritization, and department workload management. Administration provides technical information to the City Council and the City Manager on day-to-day operations, maintenance, and construction of city infrastructure.

Engineering Division

The Public Works Director oversees the Engineering Division, which includes Project Development, Capital Improvement Program (CIP) Project Design and Construction Management, and Special Projects/Mandated Programs. A GIS technician oversees GIS and Mapping.

The Administration and Traffic Engineering section includes the City Engineer and a Principal Engineering Technician who are responsible for traffic-related requests, signal system modifications, traffic (vehicle, bicycle, and pedestrian) circulation investigations, and traffic studies.

The Special Projects/Mandated Programs workload is being handled under the guidance of the City Engineer who is responsible for the beverage container recycling/litter reduction grant program, the used oil block grant program, the solid waste management plan, MCSTOPPP, and the floodplain management program (includes the flood insurance program and the community rating system).

The Project Development section reviews private development projects forwarded by the Planning Division and provides comments and recommendations for development compliance with city standards and policies. The section is also responsible for reviewing encroachment permits, grading permits, transportation permits, and licenses for temporary use of the public right-of-way.

The Project Design and Construction Management section provides engineering design and construction inspection services for public improvements involving streets, storm drains, structures, traffic signals, streetlights, park facilities and municipal structures. The section oversees the Storm Drainage Master Plan, the Pavement Management Program, assessment district activities, contract management, and inspection for construction activities for public and private projects. The section also administers the city's streetlight maintenance program, several landscape and lighting maintenance assessment districts, and various annual professional service contracts.

The Geographic Information Systems (GIS) and Mapping section provides mapping products, services and support for internal and external customers and provides continued operation and maintenance of the GIS and mapping systems. The section is responsible for the annual on-call survey service contract, property research and GIS training. The section also coordinates the city's involvement with MarinMap and all associated GIS and computer data activities.

Maintenance Division

This division is managed by the Maintenance Superintendent and consists of six sections: Streets and Drainage Maintenance; Traffic Operations; Median Island Maintenance; Parks and Athletic Field Maintenance; Building Maintenance; and Equipment Maintenance. In addition to citywide maintenance, the division provides services to the Hamilton Community Facilities District for the levee, two pump stations, and roadside landscaping on the main thoroughfares in the former Hamilton Air Field and Rafael Village areas. Emergency response, operations, and cleanup is another key role for the division.



The Streets and Drainage section responds to low level hazardous material spills, plays an integral role in emergency services preparation and response, manages the city's storm discharge program (National Pollutant Discharge Elimination System/NPDES) maintains two storm water pump stations and the Hamilton levee and keeps the city in compliance with many mandated

government programs. Other functions include inspection and repair of streets, city-owned sidewalks and drains, street sweeping and tree removal.

The Traffic Operations section is responsible for repairing or replacing signage, striping and barricades, minor signal maintenance, graffiti removal from city property, and emergency services. Graffiti abatement is prioritized based on nature, location and content and removed in a timely manner. In addition, the section administers the annual striping/marketing augmentation contract, and coordinates with the Police Department to provide traffic control assistance in the form of barricades and specialized equipment for emergency operations and special events.

The Median Island Maintenance section provides street tree pruning, weed control, turf maintenance, landscape irrigation, litter pick-up and planting maintenance on median islands, roadside landscapes, around city buildings, and in city pedestrian easements. Other functions include storm patrol and emergency tree work, and close coordination with organizations, companies, and citizen groups that have adopted median islands at various locations. This section is also responsible for inspecting newly landscaped areas and irrigation systems and participating in hazardous material responses. This section also installs and maintains the DeLong Avenue banner, all Grant Avenue banners, street tree lights along Grant Avenue, and seasonal decorations.

The Park and Athletic Field Maintenance section is responsible for regular upkeep of all city-owned parks, playgrounds, athletic fields and the Hamilton Pool. Primary tasks consist of landscape maintenance, turf care, debris collection, restroom cleaning, repair and maintenance of playground equipment and repair of field amenities. Other functions include review of landscape plans, inspection of newly landscaped areas and systems, storm patrol, hazardous material response, and emergency services as requested. Maintenance of open space areas and fire roads is also included in section responsibilities.

The Building Maintenance section provides minor repairs and custodial services for all city-owned buildings used by staff and the community. Responsibilities include cleaning of office spaces, set-up and breakdown of meeting rooms, maintaining recreational buildings, preparing for special events, coordinating staff requests for meeting space and public use of program-specific buildings, in addition to maintaining a variety of currently unoccupied and unprogrammed facilities. This section also coordinates contract maintenance services at all city-owned buildings including HVAC, electrical, plumbing, roofing, and other maintenance work.

The Equipment Maintenance section is responsible for scheduling regular maintenance of all city-owned vehicles and equipment as well as managing programmed replacement of all fleet vehicles. Key functions consist of routine preventative maintenance and coordination with outside vendors for certain repair work. Other responsibilities include monitoring the fuel tank systems, the vehicle emissions program, hazardous material management, hazardous waste disposal, and maintaining environmental compliance with city, county, state and federal regulations and programs.

Department Goals FY 13/14

Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document.

Department Notes

Traffic and Engineering Administration

Section staff assists with traffic control plan development and monitoring of Capital Improvement Program (CIP) projects, encroachment permit projects, and response to public input. In addition, staff prepares a variety of grant applications associated with capital improvement, roadway, and utility projects. Recently, staff has been working with a consultant and the Bicycle/Pedestrian Advisory Committee (B/PAC) on the update of the city General Plan Circulation Element and input to Sonoma-Marín Area Rail Transit (SMART) on the bicycle path to be provided as part of its railroad improvements.

Project Development

Section staff reviews and issues encroachment and grading permits for a wide variety of projects within the public right-of-way, on city property, and along watercourses for developers, property owners, and utility companies. Project Development staff also has primary responsibility for the city's floodplain management activities and ensures compliance with the National Flood Insurance program (NFIP) and the Community Rating System (CRS) program.

Staff continues to implement floodplain management practices to secure additional discounts on flood insurance for Novato residents in the Special Flood Hazard Area (SFHA).

Project Design and Construction Management

Staff continues to design and manage pavement rehabilitation projects funded through Measure A, Measure B, Proposition 1B, and Gas Tax. However, Measure B and Proposition 1B have both expired so staff is analyzing how a reduction in funds will impact road conditions in the years to come. The section continues to use innovative pavement management technologies such as rejuvenating scrub seals with a micro-surfacing material for surface rehabilitation, which maximizes the reuse of existing materials on the roadway, thereby reducing costs and environmental impacts. Staff also manages various construction projects for municipal facilities (such as the city offices project) and parks facilities (such as the new joint-use Hamilton Gymnasium). The section strives to research and implement new technologies in order to better utilize existing funding. Cost savings achieved through best management practices allows the section to upgrade additional infrastructure and facilities, while continuing to ensure well engineered projects.

GIS and Mapping

The GIS and Mapping function continues its delivery of products and services to both internal and external customers and to automate, expand, and sustain mapping systems and capabilities. GIS is an instrumental component for practitioners, policy makers, and constituents to utilize in making informed decisions relating to infrastructure, public safety, and growth management.

Key products and services include availability of the GIS to all city staff. This is accomplished through in-house efforts in conjunction with vendors, consultants and the MarinMap project. MarinMap is an advisory board to the Marin General Services Authority (MGSA) that is made up of a consortium of public agencies (local governments and special districts). MarinMap is dedicated to building and sharing a GIS, cooperating to improve each agency's business processes, improving public service and providing a forum for collaborative decision making.

Maintenance Division

The Maintenance Division continues to perform all required functions throughout the city despite ongoing budget pressures and reduced staffing. In addition to their regularly scheduled duties, maintenance crews patched and repaired streets in preparation for upcoming engineering projects, managed the daily operation of the Hamilton Pool complex, and made great strides in upgrading irrigation systems throughout the City for water optimization and conversion to reclaimed water.

The division also continues to operate the sweeper hotline and update the Maintenance Division's section of the city's web site. Work schedules, workload, and work priorities continue to evolve as new responsibilities are assigned.

The division continues to provide assistance in the following areas:

- Streetscape Maintenance Coalition, a citizen committee formed by Council actively involved in the Adopt-an-Island program, landscaping seed money grants and Novato Clean and Green Day;
- Coordination with other city staff and developers in the design of facilities to be maintained;
- The street sweeper hotline that gives the weekly sweeper schedule;
- Winter storm flood monitoring and remediation;
- NPDES work program to reduce the discharge of pollutants into city waterways;
- Annual creek inspection program;
- Annual creek bank repair stabilization program;
- Drainage systems debris removal program;
- Assist and manage volunteers with graffiti removal program;
- Preparatory work for Engineering Division paving projects;
- Studying multiple measures designed to streamline services, increase efficiency, and reduce overall maintenance costs. These include purchasing more efficient equipment, re-negotiating service contracts, reducing or eliminating maintenance at various sites, and increasing reliance on volunteers; and
- Working with other agencies and divisions to affect installation of electric vehicle (EV) charging stations throughout the city.

**Maintenance Administration**

The Maintenance Administration section includes the Maintenance Superintendent and an Administrative Clerk. The administrative clerk manages the computer data system and acts as timekeeper for Maintenance Division employees. This section continues to provide, and improve upon, all essential services, including maintenance dispatch, record keeping, work coordination and purchasing functions.

Streets and Drainage

The section has a wide variety of responsibilities involved with street maintenance and coordination with other sections within the division. One of the primary duties of the section is maintenance of the various roadway surfaces throughout the city. Staff repairs potholes, fills cracks with elastic repair material, and installs paving skin patches on streets that require such

work. In addition, crews remove city-owned trees that have damaged street facilities, and repair those facilities (curb, gutter, sidewalk and drainage facilities).

The NPDES program initiated in the mid-1990s continues to be one of the section's highest priorities. Phase II regulations for this program were implemented in FY 2003/04 and video inspection of drainage culverts and increased cleaning of the culverts and outfalls have been added to the program. With the addition of a cargo van purchased during FY 2005/06 to transport video equipment for the NPDES program, staff has been able to record video footage of most of the city's drainage systems and has identified several systems in need of repair, in addition to working with GIS to map all outfall locations. The video equipment has also allowed the section to monitor all new construction and any suspected drainage problems, thereby meeting the Phase II goals. The NPDES program staff is pursuing new technologies to provide better access to the storm drain system with improved video equipment and digital recording devices.

Highlights of the program include monthly street sweeping, annual cleaning of all drainage structures, inspection of all drainage culverts, the addition of a second sweeper for four months a year to pick up leaves prior to winter storms, annual creek inspection program, annual creek bank stabilization program, an ongoing program to clean drainage systems with modern video equipment and follow up cleaning with the city's vacuum truck. Our street and storm drain maintenance operations continue to increase with the addition of each new development in the city.

Traffic Operations

The section is responsible for maintaining the safety regulation elements of the city's public roadways, including maintaining all signs and pavement markings within the city. All painted traffic markings on streets not affected by Measures F and B were replaced with thermoplastic over a ten-year period ending in 2006. New computerized sign-making equipment purchased several years ago has provided staff with the ability to expand sign operations to fabricate a wide assortment of sign styles as needed. This includes street signs, traffic regulatory signs, city logos, and special signs needed for city projects. Another maintenance responsibility is the two pump stations at Hamilton. Staff also continues to respond to graffiti removal requests within 36 hours of notification.

Median Island Maintenance

This section continues to provide maintenance to all of the city's median islands, roadside landscapes, open space areas, city trees, and landscapes around city buildings. This section provides many other services such as installation of banners and holiday lights in the city, and light maintenance on the Grant Avenue trees. Staff continues to work with citizen volunteers on landscape projects throughout the city. Now in its 16th year, the Novato Streetscape Coalition continues to be highly successful and very supportive of the Islands Maintenance section. Working with the Streetscape Coalition, the section helps to coordinate planned activities such as the Adopt-an-Island program, and work performed by volunteer groups. The section assists with storm remediation, hazardous materials response, integrated pest management, garden club events, and emergency tree work.

Parks Maintenance

The Parks section continues to provide maintenance services to all park and athletic facilities, city open-space and trails, Hamilton Field, as well as some limited maintenance of Novato Unified School District sites. This work includes weed abatement, athletic field maintenance and remediation, athletic facility lighting, yearly backflow testing and maintenance, Hamilton Pool maintenance, trail maintenance, park safety checks, roadside weed mowing, restroom maintenance, irrigation repairs, graffiti removal, vandalism repairs in the parks system, and all other jobs as assigned.

The wood chip program continues to provide free wood chips and firewood to the public on an as-available basis. Utilization of the chips assists with integrated pest management practices by reducing weeds. As a result, fewer chemical controls are needed to keep landscape weeds under control. The section also assists with storm remediation, hazmat response, and volunteer projects as needed.

Hamilton and Pointe Marin Community Facilities District (CFD) Maintenance

This section consists of four staff members who are responsible for the landscape maintenance of areas funded through the two Community Facilities Districts located at Hamilton Field and Pointe Marin (Ignacio Boulevard). In addition to landscape maintenance, one staff member is responsible for the two pump stations and levee within the Hamilton CFD.

Building Maintenance

Building Maintenance provides services to 26 buildings throughout the city with a staff of seven (supervisor, lead, and five custodians). This fiscal year, Building Maintenance began managing the maintenance contract for the new Hamilton Community Gym. Services provided by Building Maintenance include the following:

- Meeting set up at 901 Sherman Avenue;
- Increased level of custodial services due to various recreational programs and staff moves to the Downtown Recreation Center offices, remodeled Gymnastics Center and Hamilton Building 503 office spaces;
- Inspect, clean and monitor solar panels installed on various city buildings;
- Set up for city meetings and weekend usage in the west wing of Building 503 at Hamilton;
- Custodial services at the Hamilton Pool;
- Address and keep up with graffiti removal on city-owned buildings;
- Address challenges associated with maintaining adequate staffing levels for new responsibilities;
- Assess the maintenance needs for the new city offices and work with other staff to create a performance of work statement for ongoing custodial services;
- Continue work on a facilities maintenance cost analysis, and create a long-range schedule to address deferred maintenance and custodial tasks;
- Continue to manage additional tasks as required, including annual maintenance contracts with fire and security alarm equipment monitoring and quarterly testing, bleacher quarterly testing and maintenance, Title 19 certifications, HVAC maintenance contracts and repairs, fire extinguisher testing, elevator maintenance, and roll up door inspections;
- Continue to provide services in high demand for general repairs including electrical, light replacements, wood floor maintenance, minor plumbing repairs, door repairs, bleacher repairs, minor roof repairs, seasonal services to gutters, internal service requests and work orders; and

- Provide services to the city while being flexible in scheduling repair items and performing set-up and tear down requirements for each meeting and facility rental. The division's greatest challenge is to provide a standard level of service to city facilities, staff, and the general public while working with limited staff and budget.

Equipment/Vehicle Maintenance

Customer satisfaction and reducing expenditures remain the goal of this Division. The purchase of a computer-based tracking and billing system that incorporates all city vehicle maintenance activities has been delayed for another year. The billing and tracking system provides the various user departments with itemization of vehicle maintenance costs. The Maintenance division has implemented Go-Trak, a vehicle tracking system. During the last fiscal year, 25 units have been installed in city maintenance vehicles. These units can be monitored 24 hours a day. The Police Department purchased several new vehicles: the Novato Response Team (NRT) purchased two Dodge Chargers and a Ford Explorer; Investigations replaced three vehicles with a Toyota Venza, Chevrolet Cruze and a Ford F150 pick up.

Staff competitiveness with private vendors is verified by soliciting bids for major repairs and vehicle modifications, which continues to confirm that in-house repairs by the city garage maintenance staff are economical. Police vehicle modifications have been contracted out due to high in-house labor rate. A total of 122 vehicles, 51 pieces of heavy equipment, 202 pieces of miscellaneous equipment, five emergency generators, four solar power sites, and two pump stations are being serviced. The section also maintains permit compliance with federal, state and county agencies for environmental regulatory compliance and hazardous materials management, storage and disposal. Staff maintains compliance with permit requirements for the Corporation Yard, the Police station, Margaret Todd Senior Center, both storm water pump stations, and the Hamilton Pool facility.

Department Performance Measures

Engineering Division: Planning and Engineering manage private development projects and guide them through the review and entitlement processes before the Design Review Commission and Planning Commission to ensure that projects are completed in compliance with applicable codes and standards, while considering the wishes of the public. This has resulted in higher quality projects within the community and reduced need for outsourcing engineering services. Engineering staff meets monthly with staff from the Maintenance, Building, and Planning divisions to coordinate activities. The CIP component of the division works with the Building division, the public, and contractors that provide construction services in an effort to provide quality facilities with minimal disruption to the public, timely project completion, and within-budget costs.

Performance is measured through the timely and cost-effective completion of CIP projects and the provision of efficient and practical facilities to serve the community. The success of the division is also indicated by the timely review of development plans and recommendation of practical and equitable conditions on development in accordance with the Novato Municipal Code. The success of floodplain management activities is measured by the flood insurance premium discounts afforded to the public from participation in the National Flood Insurance Program's voluntary Community Rating System program. Another measure of success is providing accurate useful information to the public, the City Council and city staff for use in making decisions.

Department Name: Public Works

Program: Traffic and Engineering Administration

Budget: \$794,574

Personnel Allocation: 3.95

Revenue: \$10,000

Program Description

This program provides administrative services to support all engineering and maintenance functions in the Public Works Department and traffic engineering support services for the city. This program serves both internal customers (City Council and staff) and external customers (Novato residents, businesses, community groups and other public agencies). In FY 2011/12, the Street Lighting division was moved into Administration, under the Traffic Engineering section. Administration is also responsible for Special Projects/Mandated Programs.

Program Elements

Administration: The Public Works Director/City Engineer coordinates all administrative functions in the Department. A Senior Management Analyst is responsible for coordinating the department’s operating and capital budgets, as well as all financial transactions and office functions. The administrative staff is responsible for the grant program (research, application and management) and staff training needs. An Administrative Clerk is responsible for staff support functions.

Traffic Engineering/Traffic Safety: Duties involve the day-to-day operation and repair of city-owned and operated traffic signal systems, review of and response to the city’s signal maintenance contractor, training and coordination with Maintenance division staff on signal functionality, implementation of new equipment, review of the emergency vehicle preemption signal equipment, review of interconnect/coordination operations, and periodic review of the city’s signal equipment application.

This element responds to direct frequent requests from members of the public and various city staff. These requests typically involve issues of parking, vehicle speed, pedestrian safety, ADA compliance, and traffic regulation.

Street Lighting: The City Engineer and Principal Engineering Technician in the CIP Design and Construction Management section administer the city’s streetlight maintenance program in coordination with Marin Street Light Acquisition Joint Powers Authority (JPA) which exists within the Marin General Services Authority (MGSA). MGSA is also responsible for the MarinMap Project following its transfer from the Marin Telecommunications Agency (MTA). Staff coordinates the routine maintenance of the streetlight system inventory with the maintenance contractor employed by the MGSA.

Special Assessment Districts: Staff administers five landscape and lighting assessment districts within the city. The work involves assistance and support to homeowner associations, annual updating of the districts’ assessment rolls, required notification to property owners, preparation of documents for City Council consideration, coordination of contract service efforts, and other related tasks.

Special/Mandated Program Administration: The City Engineer and Senior Management Analyst handle the administrative functions of the department in the areas of workflow, budget preparation, policy and procedure input, grant processing and coordination of work between departments. This program also

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provides management assistance for special projects such as the Bel Marin Keys wetlands restoration project, the solid waste program, and coordination with the Novato Sanitary District on issues such as recycling and household hazardous waste disposal. In pursuing these types of projects, staff utilizes the services of outside consultants on an as-needed basis.

Storm Water Pollution Prevention: Under federal and state mandate, the city is required to develop and implement a program to protect its waterways from pollution under the NPDES Phase II regulations. As a result, the city joined with several other cities within the county to formulate the Marin County Storm Water Pollution Prevention Program (MCSTOPPP). Standards for reduction of storm water pollution in the county have been established under "Action Plan 2010". In its desire to protect water quality in Novato, this section is designated to oversee and coordinate efforts to implement the plan on an ongoing basis. Staff members from various other departments and sections help make this program successful.

Committees/Commissions: Under this program element, staff is assigned to the Bicycle/Pedestrian Advisory Committee (B/PAC), the Solid Waste Committee, and the Safe Routes to School Task Force. Several work products are required for these committees, including: agenda preparation and posting; meeting scheduling; investigation and staff report preparation; meeting attendance; minutes generation and appropriate follow-up including Council scheduling as needed. The appropriate committee addresses major work projects such as traffic calming measures, bikeways planning, school safety efforts, grant program coordination, recycling programs, household hazardous waste disposal, and grant funding recommendations.

Outside Agency Involvement: This program element is involved with the Marin Public Works Association, the MCSTOPPP program, the Metropolitan Transportation Commission Local Streets and Roads Committee, the Transportation Authority of Marin, and the Marin County Flood Control District.

Program Accomplishments FY 12/13

- Assisted with traffic control plan development and monitoring of Capital Improvement Program (CIP) projects, encroachment permit projects, and response to public input;
- Prepared grant applications associated with capital improvement and utility projects, including a used oil block grant, a beverage container recycling grant, a Transportation for Clean Air (TFCA) grant, a Bicycle Transportation Account grant, a Safe Pathways grant, and a Safe Routes to School grant;
- Worked with a consultant and the Bicycle/Pedestrian Advisory Committee (B/PAC) on the update of the City General Plan Circulation Element and input to Sonoma-Marín Area Rail Transit (SMART) on the bicycle path to be provided as part of their railroad improvements;
- Continued implementation of the storm water pollution prevention program by monitoring, outreach, education, inclusion of best management practices (BMP) in development plans, and projects such as curb stenciling and business notification. Compliance with revised NPDES Phase II permit process; and
- Worked closely with maintenance staff to ensure continued compliance with the Department of Fish and Game code under the routine maintenance agreement for the city's storm drain system activities.

Program Goals FY 12/13

Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document.

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Program: Traffic and Engineering Administration

Division Number 4500

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Administration	3.85		6,545	389,853	18,776	59,121		467,750	
Traffic Engineering & Streetlighting						314,443		314,443	
Traffic Safety								0	
Storm Water Pollution Prevention	0.10		170	12,381				12,381	10,000
TOTAL	3.95	0.00	6,715	402,234	18,776	373,564	0	794,574	10,000

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	364,685	357,347	397,766	392,516	402,234
Contract Services	4,991	8,493	18,776	18,776	18,776
Materials and Supplies	365,862	374,902	373,564	373,564	373,564
Capital Outlay					0
TOTAL	735,538	740,742	790,106	784,856	794,574

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Department Name: Public Works

Program: Project Development

Budget: \$242,257

Personnel Allocation: 1.65

Revenue: \$207,285

Program Description

The Project Development section of the Engineering Division performs plan checking of private development projects; reviews and oversees tentative and final map preparation; provides citizen assistance regarding engineering related issues in the public right-of-way; and provides technical support for various city programs.

Program Elements

Private Projects Engineering: This element supports a healthy, safe, and attractive community through the performance of regulatory services with respect to private development projects. The services performed include the following: providing preliminary comments on projects submitted for planning approvals (planning referrals); checking improvement plans prepared by private civil engineering consultants (plan checking); administering duties under the Subdivision Map Act (subdivision processing); reviewing permit requests for grading projects and encroachment applications in the public right-of-way (permit processing); and reviewing all engineering aspects of building permit applications including architectural and structural design.

Citizen Assistance/Code Compliance: This element assists citizens through staff response to frequent requests submitted to the engineering division. Staff typically handles questions regarding drainage, flood insurance, residential resale inspections and other technical engineering-related topics. This program element addresses the needs of residents, the business community and other city personnel.

Floodplain Management: Project development staff has the primary responsibility to ensure that the city's floodplain management activities exceed the minimum standards of the National Flood Insurance Program (NFIP). Staff provides information to the public on flood insurance, floodplain regulations, and flood safety measures. Citywide efforts are documented annually in reports made to the Federal Emergency Management Agency (FEMA) through the city's participation in the Community Rating System (CRS).

Program Accomplishments FY 12/13

- Staff processed and organized several projects requiring right-of-way evaluation;
- Engineering staff coordinated with MCSTOPPP and facilitated training workshops for key personnel working on the storm water pollution prevention program; and
- Staff continued to maintain a high level of floodplain management efforts to preserve the 20% discount for flood insurance policy holders in the City of Novato.

Program Goals FY 13/14

- Provide enhanced engineering expertise with interdepartmental coordination for the review, entitlement, and permitting of private development projects to ensure the orderly development of public and private infrastructure in Novato;

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- Reduce flood damage risk to insurable properties in Novato by the continued strengthening of the city's floodplain management activities including: public information and outreach; mapping and regulations; and flood damage reduction; and
- Increase outreach and assistance to specific industrial business sectors to ensure continued compliance with state and federal stormwater pollution prevention regulations.

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PW

Program: Project Development

Division Number 4700

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Private Projects Engineering	1.65		2,805	210,378		31,879		242,257	207,285
TOTAL	1.65	0.00	2,805	210,378	0	31,879	0	242,257	207,285

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	356,067	199,973	209,002	205,946	210,378
Contract Services		30,870	0	0	0
Materials and Supplies	2,250	1,435	1,661	1,661	31,879
Capital Outlay					
TOTAL	358,317	232,278	210,663	207,607	242,257

Department Name: Public Works

Program: Project Design and Construction Management

Budget: \$39,567

Personnel Allocation: 7.90

Revenue: \$507

Program Description

The Project Design and Construction Management section provides for the design development and preparation of construction documents for Capital Improvement Program projects in the areas of transportation, drainage and utilities. The section is also responsible for the oversight and management of private development and public improvement projects during construction.

Program Elements

Capital Projects Engineering: Staff members under this element are responsible for design development and preparation of construction documents for capital improvement projects within the public right-of-way. These projects include work on public streets, drainage facilities, street lighting, traffic signals, and other publicly used facilities. Primary duties include improvement design, contract document preparation, project cost estimation, establishment of contract schedules, administration of federal and state grant funding efforts, information submittal to contractors, regulatory agency coordination, and other project related matters.

This element also responds to the need for quality of life related improvements within the city by assuring the completion of capital projects such as park facilities and public use buildings. Staff members assigned to this element are typically involved in the areas of community input, environmental review, property acquisition, cost estimation, engineering design, and specifications preparation. This program element improves the community's public infrastructure through effective project management, design quality, and community relations.

Field Technical Support: Under this element, staff provides inspection and construction management services for public improvements associated with private development projects and CIP projects in the areas of transportation, drainage, municipal buildings, and city parks. Typical tasks include field inspecting infrastructure and facility installations, providing guidance regarding construction details, answering questions from the public and the contractors, recording project installation information, and performing other related construction inspection work.

Program Accomplishments FY 12/13

- Project management and construction oversight for new city offices;
- Completed design and construction of traffic signal at Redwood Boulevard and Olive Avenue;
- Completed construction of Atherton US 101 overcrossing bridge resurfacing;
- Began analysis/design for the construction of Rush Creek drainage improvements;
- Completed design of the Grant Avenue bridge rehabilitation project;
- Began analysis/design for Olive Avenue improvements between Redwood and Railroad;
- Began analysis/design for downtown parking enhancements;
- Continued analysis/design of San Marin Drive and Simmons Lane;
- Completed resurfacing of bike path south of Highway 37;

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- Completed Police Department leak repair and accessibility improvements;
- Completed replacement of Hill Gymnasium roof;
- Completed construction of improvements to Hill Gymnasium interior;
- Completed the relocation and storage of Police Department evidence vehicles;
- Completed installation of six electrical vehicle charging stations;
- Completed major pavement improvement projects for 59 streets; and
- Continued implementation of new pavement management technologies.

Program Goals FY 13/14

- Complete city offices project and oversee maintenance of new systems;
- Finalize and certify the environmental review for the Novato Boulevard widening project;
- Implement initial phase of community way-finding signage program;
- Complete citywide audit and update of Americans with Disabilities Act (ADA) Transition Plan;
- Complete the relocation of custodial staff;
- Complete streetlight conversion project for remaining streetlights in Novato;
- Install Class 2 bike lanes from San Jose Avenue to the city limits;
- Complete Olive Avenue road, drainage, and utility undergrounding improvements; and
- Improve pedestrian and bicycle access and safety for Sinaloa and Lynwood schools.

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Program: Project Design & Construction Management

Division Number 4800

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	CIP Reimburse	Total Budget	Program Revenues
	Perm	Temp							
Program Elements:									
Capital Projects Engineering	7.90		13,430	832,007		7,560		839,567	507
Less: Reimbursed Fees							(800,000)	(800,000)	
TOTAL	7.90	-	13,430	832,007	0	7,560	(800,000)	39,567	507

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
Program Inputs:					
Personnel Services	927,359	788,284	843,571	826,881	832,007
Contract Services					0
Materials and Supplies	45,217	52,137	37,533	37,778	7,560
CIP Reimburse	(759,760)	(721,891)	(800,000)	(800,000)	(800,000)
Capital Outlay					
TOTAL	212,816	118,530	81,104	64,659	39,567

PW

Department Name: Public Works

Program: GIS and Mapping

Budget: \$153,588

Personnel Allocation: 1.0

Revenue: \$65

Program Description

This program provides citywide mapping and geographical information systems (GIS) services, applications, maintenance and updates. Personnel assigned to the program are responsible for the coordination of the GIS and mapping operations, design, development, implementation, training, and applications maintenance. The program provides GIS and comprehensive mapping services to city staff, the public, and other agencies. Departmental and citywide needs are identified and addressed through an established work plan. Included within the work plan was the development of a Technology Assessment and Master Plan evaluating current IT and GIS environments. The plan identified a number of key technology issues. It is anticipated that implementation of various technology improvements will take place over the coming years.

Program Elements

Base Mapping and GIS Administration: Staff provides assistance with the operation, maintenance and upgrades of the citywide mapping and GIS databases and software applications. Every department within the city is an internal customer receiving both electronic and hard copy documents for such uses as infrastructure management, graphics, public noticing, plan review, code enforcement etc. In addition, staff provides for web-based GIS available to all city staff via the Intranet. External users, such as other public agencies, consultants, engineers, and surveyors, also utilize these GIS products. The continued success of the GIS program is dependent upon maintaining accurate and up-to-date maps and data. Given recent staff reductions, the recommendations and implementation of the Technology Assessment and Master Plan will be critical for GIS operations.

The above services are partially funded through the cost recovery fee for service program through the city's mapping products and service fee schedule. Revenue is also generated through data licensing and use agreements. In addition, the city collects development impact fees (DIF) from new developments within Novato. The general government systems portion of this fee was created partially to support the operation and maintenance of the citywide mapping and GIS Program. The FY 2013/14 General Fund budget reflects an annual transfer of \$75,000 to support the GIS/Base Mapping program. Lastly, several GIS projects, products, and applications are supported or funded through other department budgets and through partnerships with the MarinMap project.

Operations and Maintenance: Staff manages the city's topographic base mapping program and provides for related needs such as products, services, database support, and digital ortho imagery. This information serves as the core framework for our GIS, mapping operations, and many applications that benefit the city, its consultants, and the general public. Staff administers the aerial mapping update program typically performed through photogrammetric consultant services. City staff and consultants maintain a number of databases. The countywide approach to mapping coordination and consistency is being implemented through MarinMap, which includes many local agencies and the County of Marin. Updates and maintenance of the GIS and related applications are ongoing.

Program Accomplishments FY 12/13

- Assisted with the analysis and implementation of the Technology Assessment and Master Plan;
- Updated historic assessor maps on GIS;
- Added linkages for as-built plans, city boundary annexations, and watershed area maps;
- Incorporated new ortho photography and Lidar functionality into city's GIS system;
- Restored Street Saver application to update CIP and moratorium streets in GIS system; and
- Scanned all as-built plans.

Program Goals FY 13/14

- Investigate and implement a new publicly accessible GIS site;
- Create deed layer on GIS site with linkage to the document;
- Create mobile application or further develop GIS functionality to allow data collection in the field;
- Continue to work with the EOC GIS committee to identify and implement new GIS programs and applications to increase the effectiveness of the EOC for staff and residents;
- Continue to maintain and update GIS data to provide the most accurate and current information, which is also used as source data for the CRW TrakIt permitting application; and
- Respond to service requests from city staff and external customers for GIS applications and mapping.

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PW

Program: GIS and Mapping

Division Number 4900

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Base Mapping/GIS Administration	1.00	0.96	3,697	91,034	51,657	10,897		153,588	65
TOTAL	1.00	0.96	3,697	91,034	51,657	10,897	0	153,588	65

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	173,847	116,112	105,807	104,688	91,034
Contract Services	36,256	17,968	51,657	51,657	51,657
Materials and Supplies	10,437	8,971	10,897	10,897	10,897
Capital Outlay					0
TOTAL	220,540	143,051	168,361	167,242	153,588

PW

Department Name: Public Works

Program: Maintenance Administration

Budget: \$309,847

Personnel Allocation: 2.00

Revenue: 3,300

Program Description

The Maintenance Superintendent oversees the Maintenance Division and is responsible for providing overall supervision, administration, fiscal management and establishment of goals and priorities in the Maintenance Division.

Program Elements

Administration: This program provides for the overall direction and administration of the Division's functions, including street maintenance, traffic operations, parks and athletic field maintenance, street trees/parkway maintenance, building maintenance, and equipment maintenance. The section manages emergency services and response, ensures compliance with all state and federal mandated programs, oversees the accounting and maintenance of the Hamilton and Pointe Marin Community Facilities Districts (CFD), and directs responses to citizen complaints and requests for services.

Reception, Dispatch, and Records Management: The section is staffed and operated by an Administrative Clerk. The clerk receives requests for service from the public and other departments and forwards work orders to appropriate maintenance sections. The clerk manages the dispatch of personnel and equipment by radio, keeps a log of all service requests and their status, maintains the division's web page, monitors the sweeper hotline and updates public service notices on the public access television broadcasts. This position also manages all employee time and work production records, maintains computerized infrastructure inventories, issues and controls all purchase requests, receives and distributes all supplies and materials, and works with the Supervising Equipment Technician to manage all vehicle and equipment maintenance records.

Program Accomplishments FY 12/13

- Continued to work with and enhance support for the graffiti abatement volunteer group. Staff works with active community volunteers to coordinate graffiti removal throughout the city;
- Worked with local community groups including the Little Leagues to shift maintenance responsibilities for athletic field maintenance to the user groups to lessen the workload on a reduced workforce;
- Successfully coordinated creek use schedules with the Department of Fish and Game. This program allows the city to manage citywide creek maintenance in an environmentally sensitive way. Crews annually identify seasonal choke points and possible trouble areas and receive maintenance permits for all areas; and
- Continued to cycle supervisory and lead personnel through the Public Works Institute training program in advanced management. This is part of a 90-hour program of instruction in supervision and management offered by the institute.

Program Goals FY 13/14

- Identify requirements and appropriate features for a maintenance management system for the division. An updated system is vital and will aid the division to track trends, analyze costs, streamline labor efforts, and provide accurate reports to the management team and City Council;
- Develop a performance of work statement and contract documents for new city offices custodial requirements;
- Expand use of GPS tracking devices to entire city fleet;
- Purchase and install new digital fueling system at the Police Department and Corporation Yard. The new system will automatically download vehicle data for maintenance planning;
- Continue with implementation of new Manual on Uniform Traffic Control Devices (MUTCD) standards for all regulatory, informational, and directional signage throughout the city as needed; and
- Purchase and install an automatic gate at the Corporation Yard.

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Program: Maintenance Administration

Division Number 5000

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Administration	2.00		3,400	223,959		112,172		336,131	3,300
Less Costs Applied						(26,284)		(26,284)	
Records Management								0	
TOTAL	2.00	0.00	3,400	223,959	0	85,888	0	309,847	3,300

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	215,065	217,918	223,653	220,425	223,959
Contract Services					0
Materials and Supplies	108,557	123,574	107,976	112,172	112,172
Less Costs Applied	(26,284)	(26,284)	(26,284)	(26,284)	(26,284)
Capital Outlay					
TOTAL	297,338	315,208	305,345	306,313	309,847

PW

Department Name: Public Works

Program: Street Maintenance

Budget: \$1,218,362

Personnel Allocation: 7.68

Revenue: 0

Program Description

Under the direction of the Streets Maintenance Supervisor, this section provides maintenance of the city's streets and storm drainage systems.

Program Elements

Supervision: The supervisor is responsible for directing the maintenance of the city's street and storm drainage systems. He sets work schedules, performs inspections of completed work, manages the field portion of the NPDES program, manages the section's budget, responds to citizen complaints and service requests, and ensures that accurate personnel and work records are maintained.

Street Maintenance: Staff makes daily repairs to city streets and road shoulders and routinely provides other services as necessary including public property repairs, debris pickup, miscellaneous concrete repairs, sidewalk trip hazard removal, unwanted vegetation and brush removal, street tree trimming for pedestrian and vehicle clearance, and bench and trash receptacle maintenance. Staff coordinates with the Engineering division to implement and update the pavement management program.

Drainage Maintenance: The section maintains all surface and underground drainage systems, and provides semi-annual inspections and cleaning of all open space inlets, ditches and creeks.

Street Sweeping: Staff provides street sweeping on a routine basis under this program, completing the citywide circuit every four to five weeks. The downtown area is swept weekly and the median islands are swept three times per year. As an added service, a small sweeper has been cleaning the new parking zones and side streets in the downtown area. The industrial area and heavy commute parking areas are swept every two weeks. Staff provides the daily street sweeping schedule to the public via a recorded message.

NPDES Program: This section provides annual inspection and cleaning of drainage inlets and storm drains within the street right-of-way. Staff also inspects all drainage systems, and prepares and implements a priority list for cleaning. A second sweeper is used to assist in pick-up of heavy leaf fall prior to winter storms. Staff inspects Novato's creeks and their banks in order to prioritize and implement stabilization work.

Emergency Services: Section personnel inspect and keep drainage facilities cleared during storms, provide flood protection services, clean up oil and fuel spills, respond to emergency material spills and provide emergency services as requested by the Police Department.

PW

Program Accomplishments FY 12/13

- Cleaned up, painted over, or otherwise remedied more than 1,000 graffiti sites and removed hundreds of abandoned signs and other items from city streets;
- Began process of integrating National Pollution Discharge Elimination System (NPDES) Phase II permit requirements in to maintenance program;
- Assisted the Engineering Division in Measure B pavement rehabilitation throughout the city in support of Capital Improvement Program street improvements. Assistance included skin patching and dig outs at 54 locations and over eight miles of lane repair;
- Constructed and built four road barricades and a traffic gate in coordination with Novato Fire Protection District;
- Cleaned out 15 homeless encampments in cooperation with the Police Department;
- Modified parking areas around Police Department to support new city offices construction project; and
- Purchased a new backhoe.

Program Goals FY 13/14

- Continue street repairs with skin patching and dig outs that support CIP street improvements;
- Purchase boom mower with 30ft reach for high vegetation maintenance and defensible space maintenance;
- Inspect and clear all creeks and open space inlets to prevent flooding with the continued assistance of Conservation Corps North Bay;
- Update and modernize pump station monitoring software and hardware;
- Replace NPDES storm drain video equipment with state-of-the-art equipment for enhanced maintenance capability;
- Continue advanced management training for Senior Maintenance Workers through the Public Works Institute;
- Replace street sweeper with a vehicle that has more capable accessories for leaf and debris cleanup;
- Replace Green Machine sweeper; and
- Update traffic section computer hardware and software to keep current with changing MUTCD requirements.

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Program: Street Maintenance

Division Number 5200

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Street Maintenance	5.68		9,656	503,099	10,254	462,971		976,324	
Drainage Maintenance								0	
NPDES Program	2.00		3,400	171,401	28,483	42,154		242,038	
TOTAL	7.68	0.00	13,056	674,500	38,737	505,125	0	1,218,362	0

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	642,615	602,510	701,272	673,993	674,500
Contract Services	45,722	32,637	38,737	42,878	38,737
Materials and Supplies	405,855	381,176	480,757	488,320	505,125
Capital Outlay					0
TOTAL	1,094,192	1,016,323	1,220,766	1,205,191	1,218,362

PW

Department Name: Public Works

Program: Traffic Operations

Budget: \$430,574

Personnel Allocation: 2.25

Revenue: \$2,700

Program Description

Under the direction of the Streets Maintenance Supervisor, this section provides maintenance of the city's traffic control devices and warning systems.

Program Elements

Supervision: The supervisor is responsible for directing maintenance efforts in street signing, traffic lane line striping, traffic messages and crosswalk painting, street/sidewalk barricade conditioning, traffic signal upkeep, and graffiti removal. Other tasks are to maintain accurate work logs, manage the section budget, schedule work, inspect completed projects, and ensure compliance with standards and guidelines.

Crosswalks and Street Messages: Section personnel maintain the city's system of stop bars, messages and crosswalks, and refreshes them as needed in order to maintain a minimum 50% visibility. Staff adds or removes painted messages as required by the Engineering division. Staff coordinates and supplies the volunteer program for application of stormwater stencils at catch basins throughout the city.

Traffic Signs: This section maintains all city street and traffic advisory signs, and replaces or repairs them as needed or as directed by the standards in the California Manual on Uniform Traffic Control Devices (MUTCD). Staff fabricates, installs or removes signs as required by the Engineering division in response to state and federal laws. Staff maintains a log of all installations, repairs and work orders.

Emergency Services: This section provides traffic control in emergencies or upon request by Novato police. Staff assists in clean up of oil and fuel spills, responds to traffic signal outages and performs emergency repairs. Within 36 hours of notification, staff removes graffiti from public property. Staff has provided training and materials to citizens volunteering for graffiti removal projects.

Program Accomplishments FY 12/13

- Continued to replace street warning signs in city's main arterials in accordance with new MUTCD regulations; and
- Continued cross-training of maintenance team in sign fabrication.

Program Goals FY 13/14

- Study and implement applicable sections of the new MUTCD regulations;
- Continue working with volunteers on graffiti abatement program; and
- Purchase new software and computer for improved sign fabrication. New equipment will provide more versatility in font and design of signs.

PW

Program: Traffic Operations

Division Number 5300

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Crosswalks & Street Messages	2.25		3,825	197,287	22,073	211,214		430,574	2,700
TOTAL	2.25	0.00	3,825	197,287	22,073	211,214	0	430,574	2,700

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	267,507	202,891	206,034	197,411	197,287
Contract Services	21,245	17,451	22,073	22,073	22,073
Materials and Supplies	195,316	219,228	220,647	233,353	211,214
Capital Outlay				2,616	0
TOTAL	484,068	439,570	448,754	455,453	430,574

PW**Department****Name:** Public Works**Program:** Street Trees and Parkway Maintenance**Budget:** \$343,170**Personnel Allocation:** 1.92**Revenue:** 0**Program Description**

Under the direction of the Parks Maintenance Supervisor, this section provides landscape maintenance for the city's median islands, city-owned parcels and the civic center complex.

Program Elements

Supervision: The supervisor schedules and directs maintenance efforts for landscaping at the Civic Center complex, on median islands, and on city-owned parcels, as well as street tree maintenance, weed control, and special landscape projects as requested. He inspects and approves completed work, manages the section budget, maintains accurate work performance records, and maintains an updated islands/landscape parcel inventory database. The supervisor also directs emergency tree work as required for public safety and manages the Hamilton and Pointe Marin CFD landscape maintenance areas.

Civic Center Grounds Maintenance: This section provides weekly landscape maintenance services at the Civic Center complex in downtown Novato, the Police Department building, the Corporation Yard, the Carlile House, and the Novato History Museum. Services include mowing, pruning, tree trimming, irrigation adjustment, weed control, and planting. Staff continues its long-range program to rehabilitate irrigation systems and revise plant groupings to maximize water conservation.

Median Island Landscape Maintenance: Section personnel provide appropriate landscape maintenance services to all median islands and roadside landscapes. Staff maintains the city's street trees through appropriate trimming, thinning, and pruning, and provides both roadside and sidewalk weed control for vehicle and pedestrian clearance. Staff maintains pedestrian easements, bike paths and the Redwood Boulevard fountain by pruning, tree trimming, irrigation adjustment, weed control and planting. Staff continues to work closely with citizens, businesses and community groups that propose installing new or maintaining existing median islands.

Emergency Services: Staff provides emergency services as necessary for winter storms, floods, damaged trees, and hazardous materials spills.

Program Accomplishments FY 12/13

- Worked with volunteers through Adopt an Island program to renovate the hillside at Pacheco entrance on Alameda del Prado with native plant varieties;
- Removed pepper trees at Southgate subdivision at Stern Drive and replaced with maples to improve the appearance of the entryway;
- Upgraded Grant Avenue tree lights with high efficiency LEDs; and
- Replaced incandescent tree lights on downtown holiday tree with LEDs.

Program Goals FY 13/14

- Outline 901 Sherman complex with LED lights for holiday season;
- Work with Streetscape Coalition to identify and renovate landscape at corners of Redwood Boulevard and DeLong Ave.; and
- Renovate Golden Gate bus stop landscape on Redwood Boulevard.

Program: Street Trees and Parkway Maintenance

Division Number 5400

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Median Island Landscape Maintenance	1.92		3,264	171,495	23,510	148,165		343,170	
TOTAL	1.92	0.00	3,264	171,495	23,510	148,165	0	343,170	0

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
Program Inputs:					
Personnel Services	245,107	260,767	178,101	171,879	171,495
Contract Services	5,727	338	23,510	23,510	23,510
Materials and Supplies	134,121	138,755	147,660	147,809	148,165
Capital Outlay					0
TOTAL	384,955	399,860	349,271	343,198	343,170

PW

Department Name: Public Works

Program: Parks Maintenance

Budget: \$1,314,613

Personnel Allocation: 8.08

Revenue: \$4,545

Program Description

Under the direction of the Parks Maintenance Supervisor, the section provides landscape maintenance for city parks and athletic facilities, open space, and pool facilities.

Program Elements

Supervision: The supervisor directs and schedules park, pool facilities and athletic field maintenance, manages the division budget, manages repair work to correct deficiencies, and ensures that monthly facility safety checks are completed. The supervisor also works with user groups, attends meetings as needed to facilitate park and athletic field use, responds to citizen complaints, prioritizes and schedules service request responses, and directs emergency work to protect the public and reduce liability.

Park Maintenance: This section performs maintenance of all city park facilities, which includes mowing, turf care, planting, irrigation, tree and shrub trimming, debris and garbage collection, graffiti removal, restroom cleaning, park and playground structure, and pool facility repair. Section staff repairs park facilities that have been vandalized, provides roadside weed mowing, cuts firebreaks in city open space to protect adjoining properties, installs landscaping, and repairs facilities as directed. Staff reviews plans and assists in the construction of new park facilities, as well as continuing the existing program of rehabilitating park facilities. Crews assist in preparation for the use of park facilities by various groups.

Athletic Field Maintenance: Personnel perform maintenance of all city athletic fields including mowing, turf care, field striping, collecting debris and garbage, field leveling, facility painting, field amenity repairs and restroom cleanup. Staff prepares fields for use by various sports groups. Staff also continues work on the athletic facilities rehabilitation program and repairs facilities damaged by vandalism and accelerated wear and tear caused by an increase in field use by various groups.

Emergency Services: Staff provides emergency services as necessary for winter storms, flooding, and hazardous material spills.

Hamilton Recreation Areas: Staff maintains all city parks and athletic facilities at Hamilton. Services include mowing, turf care, planting, irrigation, trimming of trees and shrubs, collecting debris and garbage, restroom cleanup and repair of all park, pool, and playground structures.

Program Accomplishments FY 12/13

- Implemented a new safety program for all maintenance personnel to comply with base required levels of liability and worker safety;
- Repaired and rerouted Miwok Park main irrigation line at San Miguel Drive;
- Removed benches and cleared vegetation at Lee Gerner Park to accommodate public safety concerns;
- Removed obsolete and unsafe playground equipment at Bahia;
- Installed irrigation lines for Bahia entry islands as part of a community beautification and adoption project; and
- Planted trees in support of Tree City at various parks.

PW

Program Goals FY 13/14

- Renovate Hill football field and coordinate field volunteer work with various user groups;
- Repair Bay Trail erosion; and
- Repair the slope at Thigpen tennis courts and install split-rail fencing.

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PW

Program: Parks Maintenance

Division Number 5500

Summary of 2013/14 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Park Maintenance	7.33		12,461	631,057	56,720	457,787		1,145,564	4,545
Hamilton Pool	0.75		1,275	61,208	425	107,416		169,049	
TOTAL	8.08	0.00	13,736	692,265	57,145	565,203	0	1,314,613	4,545

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	834,193	698,028	732,507	692,603	692,265
Contract Services	45,799	46,928	53,181	53,181	57,145
Materials and Supplies	498,001	505,072	553,742	557,404	565,203
Capital Outlay					0
TOTAL	1,377,993	1,250,028	1,339,430	1,303,188	1,314,613

PW

Department Name: Public Works
Budget: \$1,110,354
Revenue: \$17,170

Program: Building Maintenance
Personnel Allocation: 7.00

Program Description

Under the direction of the Building Maintenance Supervisor, this section provides building maintenance and custodial services to all city facilities used by staff and the public.

Program Elements

Supervision: The supervisor directs and schedules all custodial and building maintenance efforts for 26 city-owned buildings and oversees preparations for facility usage by committees, commissions, private parties, city staff, and other user groups. He works closely with the custodial lead worker and other departments to facilitate their programmed usage of city buildings, manages the section budget, and prepares CIP budget recommendations for building maintenance items. The supervisor also manages annual maintenance contracts for all facilities, scheduled facility repair work orders, and deferred maintenance. The supervisor is also responsible for overseeing night and weekend staff directed to work facility rentals and perform general custodial cleaning.

Civic Center Maintenance: This section provides daily custodial and maintenance services to the Police Department facility, 901 Sherman Avenue, and 917 Sherman Avenue. On a weekly basis, staff provides grounds keeping and maintenance to the unoccupied buildings at the old civic center complex. Staff also provides twice weekly custodial services to the Novato History Museum, and responds to special building maintenance set-up requirements for meetings at 901 Sherman and the Novato Police Department training room. Building maintenance responds to all service requests while being as flexible as time permits.

Emergency Services: Staff provides emergency services and EOC response as necessary to City Hall and city-owned recreational facilities. Staff also provides emergency call out response as required to the Margaret Todd Senior Center (MTSC), a Red Cross designated facility, regarding the start up for the emergency back-up generator. Emergency set-ups and requests are also assigned to custodial staff for MTSC.

Downtown Community Center/Gymnastic Center Maintenance: Staff provides custodial/maintenance services and general cleaning to the facility five times each week, and works closely with community services staff to facilitate programmed use of the buildings. Staff cleans restrooms, offices, main auditorium sports floors, mezzanine, Gymnastics Center store, Downtown Community Center floors, and eating areas daily, and removes trash from staff offices. Building maintenance responds to all service requests and repairs as needed. Custodial staff assists with setup and maintenance for meets that are scheduled on the weekends.

Margaret Todd Senior Center/Hill Gymnasium Facility Maintenance: Staff provides custodial/maintenance services and general cleaning to both facilities seven days a week, and works closely with staff and the senior citizen groups to facilitate programmed use of the buildings. Staff cleans restrooms, kitchen facilities, offices, auditorium/stage, meeting rooms, nutrition sites, Hill Community Room, Hill Gymnasium wood floors, lobby, and multi-use rooms daily, and removes trash from staff offices. Staff provides all services necessary for events scheduled in the Senior Center, Hill Community Room and

PW

Gymnasium for both public and private use. Building Maintenance responds to all requests for service and repairs. In addition, staff will also respond to Red Cross needs in the event of an emergency if the Margaret Todd Center is opened as a shelter.

Hamilton Recreation Facilities: Staff performs custodial services and general cleaning to the facilities at Hamilton, and works closely with community services staff to facilitate programmed use of the buildings. Staff cleans restrooms and eating areas, removes trash from staff offices, and responds to requests for repairs. Hamilton Gymnasium is cleaned five times per week. Custodial staff performs wood floor maintenance, cleans restrooms, main hallway, and bleachers and responds to building repairs and seasonal services. Staff services heating furnaces and performs wood floor refinishing, minor plumbing and electrical work. Seasonal cleaning and hardening of the Hamilton Pool facility, staff offices, and locker rooms is performed before opening to the public in May. General cleaning is performed twice weekly due to increased use of the facility. The Hamilton Firehouse Museum includes management of a fire equipment maintenance contract and regular building supply check.

Hamilton Facilities: Staff provides security and graffiti removal at several city-owned vacant and closed facilities: 201 Bachelors Officers Club, Hamilton Hospital, Officers Club, Hamilton Theatre, and the Book Exchange. Staff performs weekly security monitoring of facilities.

Novato Museum: Staff provides custodial/maintenance services to the Novato Museum twice weekly. Minor repairs are performed and curator service requests are met.

City Hall: Staff responds to all requests for service and restocks lunchroom paper supplies and cleaning products.

Program Accomplishments FY 12/13

- Continued to work with various user groups and customers to keep up with increased rental demand at the Hamilton Community Gym, Gymnastics Center, Building 503 in Hamilton, and 901 Sherman as well as other city-owned facilities;
- Consolidated annual maintenance and alarm contracts as needed to reduce overall costs; and
- Worked to optimize worker schedules to accommodate facility use requirements.

Program Goals FY 13/14

- Maintain optimum staffing levels as city begins transition to a building maintenance centric organization;
- Develop a program to reduce consumable paper products by 15%;
- Relocate building maintenance offices and inventory to a new building at the Corporation Yard;
- Explore the use of hand dryers to reduce inventory and cost of paper towels; and
- Continue working to optimize work schedules and shift rotations to better accommodate city operations.

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Program: Building Maintenance

Division Number 5800

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Civic Center	4.00		6,800	338,532	54,200	312,852		705,584	3,030
Teen/Gym Center	0.74		1,258	54,535	1,859	57,469		113,863	
Lu Sutton Childcare						700		700	
Todd Senior Center	2.00		3,400	155,842	1,103	67,653		224,598	14,140
Hamilton Pool						7,345		7,345	
Hamilton Rec Facilities	0.26		442	19,161		39,103		58,264	
TOTAL	7.00	0.00	11,900	568,070	57,162	485,122	0	1,110,354	17,170

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
Program Inputs:					
Personnel Services	538,802	567,722	567,991	560,831	568,070
Contract Services	445	404	2,962	2,962	57,162
Materials and Supplies	355,043	386,022	373,940	373,964	485,122
Capital Outlay	5,278				0
TOTAL	899,568	954,148	944,893	937,757	1,110,354

Department Name: Public Works

Program: Equipment/Vehicle Maintenance

Budget: \$821,998

Personnel Allocation: 3.00

Revenue: \$821,998

Program Description

Under the direction of the Supervising Equipment Technician, this section provides repair and maintenance of all city vehicles and equipment.

Program Elements

Supervision: The supervisor directs and schedules maintenance of all vehicles and equipment owned by the city. He solicits quotations for outside repairs of vehicles and equipment, and where necessary, provides comparison repair estimates. The supervisor ensures that proper testing methods are followed in the Underground Fuel Tank Testing program, the Aboveground Fuel Tank Testing program, and the Vehicle Emissions programs (diesel and gasoline). The Supervisor also maintains accurate records of vehicles and equipment. Additionally, the Supervisor maintains operating permits and environmental compliance for facilities, emissions, hazardous materials, hazardous waste and tax obligations for gasoline, diesel and propane.

Vehicle/Equipment Maintenance: This section performs scheduled maintenance on all patrol vehicles, canine vehicles and unmarked police vehicles every 3,000 miles, on all other fleet vehicles every four months, and on construction and special equipment as scheduled. Staff also performs maintenance on all small equipment and on emergency generators. Staff ensures compliance with state regulations and permit requirements for environmental issues. The section ensures that annual emission tests of city vehicles are completed to meet state emissions guidelines, and responds to special service requests as necessary (special metal fabrications, major equipment repairs, decommissioning salvaged vehicles and equipment and preparing them for sale). Vehicle purchasing and registration duties have been added, as well as some of the responsibility for handling vehicle accident claims.

Emergency Services: Staff members provide roadside services in response to vehicle breakdowns as required. Staff assists in emergency service response such as oil and fuel spills, and processes the packaging and disposal of all hazardous material collected by the division.

Program Accomplishments FY 12/13

- Continued to study and implement fleet management and utilization study recommendations;
- Completed full compliance actions for the On Road Diesel Emissions program;
- Continued to research and reduce overall fleet size; and
- Outfitted new sign truck and completely refurbished thermo-plastic trailer with new, updated equipment.

Program Goals FY 13/14

- Complete fleet reduction implementation;
- Continue use of new fleet management software; and
- Make improvements to the Corporation Yard wash rack and storage areas.

PW

Program: Equipment/Vehicle Maintenance

Division Number 7100

Summary of 2012/13 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Temp FTE								
Program Elements:										
Supervision	0.85		1,445	94,648		28,384		12,275	135,307	
Equipment/Vehicle Maintenance	2.15		3,655	224,313	10,928	451,450			686,691	821,998
TOTAL	3.00	0.00	5,100	318,961	10,928	479,834	0	12,275	821,998	821,998

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	306,875	322,676	320,737	316,323	318,961
Contract Services	7,442	11,704	10,928	10,928	10,928
Materials and Supplies	439,272	466,901	479,793	479,834	479,834
Capital Outlay			0	0	0
Operating Transfers	10,441	11,613	11,976	11,976	12,275
TOTAL	764,030	812,894	823,434	819,061	821,998

PW

Department Name: Public Works

Program: Equipment/Vehicle Replacement

Budget: \$1,173,125

Personnel Allocation: 0.00

Revenue: \$992,776

Program Description

This program was established to account for the purchase of vehicles and other equipment for which a replacement schedule and a monthly replacement charge is established.

Program Elements

Vehicle Replacement: Monthly charges are levied against user departments to ensure that when equipment is scheduled for replacement, sufficient funds have been accumulated to pay the replacement cost. Proceeds from equipment sales or salvage also support this activity. An interest rate of 0.4% and an inflation rate of 3% are used to project interest earnings and replacement costs respectively.

A description of the equipment and vehicles scheduled for replacement during FY 2013/14 is listed below. Vehicles marked with an asterisk (*) will only be replaced if needed.

	Budget Replacement Budget
<u>2004 Elgin Street Sweeper (Unit 131)</u> : This vehicle has met its life expectancy and is in need of replacement.	\$220,119
<u>1997 Olathe Lawn Sweeper (Unit 141)*</u> : This unit has been extended pending a viable replacement model with high lift capabilities.	\$18,610
<u>2004 Green Machine Sweeper (Unit 154)</u> : This vehicle has met its life expectancy and is in need of replacement.	\$77,396
<u>2000 Trail King Equipment Trailer (Unit 165)*</u> : This unit is providing good service and will be monitored and only replaced during the next fiscal year if maintenance issues become cost prohibitive.	\$11,933
<u>1999 Chevrolet Sonoma Pick-up (Unit 346)*</u> : This unit has met its life expectancy and there are sufficient funds set aside to replace it.	\$18,222
<u>2004 Dodge Dakota Pick-up (Unit 348)*</u> : This unit has met its life expectancy and there are sufficient funds set aside to replace it.	\$19,985
<u>2004 Dodge Dakota Pick-up (Unit 349)*</u> : This unit has met its life expectancy and is in need of replacement.	\$19,985
<u>2003 Chevrolet 1500 Pick-up (Unit 356)</u> : This unit has met its life expectancy and there are sufficient funds set aside to replace it.	\$20,053

	Budget Replacement Budget
<u>2003 Chevrolet S-10 Pick-up (Unit 357):</u> This vehicle has met its life expectancy and there are sufficient funds set aside to replace the unit.	\$18,817
<u>2003 Chevrolet S-10 Pick-up (Unit 357):</u> This vehicle has met its life expectancy and there are sufficient funds set aside to replace the unit.	\$20,009
Subtotal	\$445,129

The following police vehicles are scheduled to be replaced in FY 2013/14. These vehicles are at the end of their useful life expectancy and there are sufficient funds set aside to replace them.

	Budget Replacement Amount
2008 Dodge Charger (Unit 292)	\$27,774
2009 Chevrolet Malibu Hybrid (Unit 246)	\$26,843
2009 Chevrolet Malibu Hybrid (Unit 259)	\$21,677
2009 Ford Crown Victoria (Unit 245)	\$27,937
2011 Ford Crown Victoria (Unit 223)	\$29,667
2011 Ford Crown Victoria (Unit 273)	\$28,503
Subtotal	\$162,401
GRAND TOTAL	<u>\$607,530</u>

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PW**Program: Equipment/Vehicle Replacement**

Division Number 7200

Summary of 2012/13 Resources Used by Program Element:

	Contract Services	Materials & Supplies	Debt Service	Capital Outlay	Operating Transfers	Total Budget	Program Revenues
Program Elements:							
Administration					134,524	134,524	19,200
Sale of Equip - Auction						0	10,000
Equipment Replacement				607,530		607,530	603,576
MERA	185,409		245,662			431,071	360,000
TOTAL	185,409	0	245,662	607,530	134,524	1,173,125	992,776

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
Program Inputs:					
Contract Services	168,970	169,368	180,221	180,221	185,409
Materials & Supplies	426,815	472,475	3,659	3,659	0
Debt Service	218,274	246,544	246,971	246,971	245,662
Capital Outlay		21,920	740,597	773,506	607,530
Operating Transfers	12,112	4,015	95,000	153,000	134,524
TOTAL	826,171	914,322	1,266,448	1,357,357	1,173,125

PW

Department Name: Public Works

Program: Hamilton CFD

Budget: \$519,266

Personnel Allocation: 3.07

Revenue: \$521,302

Program Description

Under the collective direction of both the Parks and Streets Maintenance Supervisors, this section provides landscape, pump station, and levee maintenance for the Hamilton Community Facilities District.

Program Elements

Landscape Maintenance: The section provides landscape maintenance services to all roadside landscapes included in the boundaries of the Hamilton CFD. The services include mowing, pruning, tree trimming, irrigation adjustment, weed control, and planting. Also provided are roadside and sidewalk weed control to ensure vehicle and pedestrian safety.

Levee Maintenance: Staff provides all maintenance services to ensure that the structural integrity of the levee is intact in order to protect Hamilton properties from flooding. Staff also arranges for the annual monitoring of levee settlement.

Pump Stations I & II Maintenance: Section staff performs all scheduled maintenance to Hamilton Pump Station I, located at the south end of Hangar Avenue and to Hamilton Pump Station II, located on Pizzaro Avenue in the Bayside subdivision. Services include weekly, monthly and seasonal maintenance checks and cleaning of the pump house building, diesel pumps, electric pumps and all associated mechanical and control equipment. Staff also ensures that the pump station is fully operational at all times and is available for emergency dewatering of the Hamilton residential areas.

Program Accomplishments FY 12/13

- Completed upgrade of Southgate subdivision with trees and plants; and
- In coordination with the engineering division, completed painting of privacy walls throughout the CFD.

Program Goals FY 13/14

- Renovation of Maybeck and Presidio entryway at Southgate subdivision; and
- Integrated pest management (IPM) treatment and recovery of shrubs on Palm Drive and Hangar Avenue for Thrip insect infestation.

PW**Program: Hamilton Community Facilities**

Division Number 5600

Summary of 2012/13 Resources Used by Program Element:

	Employees		Total Hours	Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Temp FTE							
Program Elements:									
Administration						36,750	45,034	81,784	521,302
Landscape Maintenance	2.00		3,400	176,005	22,000	89,802		287,807	
Pump Station #1	0.58		986	52,006		20,000		72,006	
Levee	0.17		289	14,960	21,500	2,250		38,710	
Pump Station #2	0.32		544	28,885		10,074		38,959	
TOTAL	3.07	0.00	5,219	271,856	43,500	158,876	45,034	519,266	521,302

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	246,690	246,183	271,856	252,996	271,856
Contract Services	124,612	86,801	43,500	43,500	43,500
Materials & Supplies	138,568	144,494	158,876	158,906	158,876
Debt Service/Settlements	23,154	1,772			
Operating Transfers	8,060	24,307	45,034	45,034	45,034
TOTAL	541,084	503,557	519,266	500,436	519,266

PW

Department Name: Public Works

Program: Pointe Marin CFD

Budget: \$211,864

Personnel Allocation: 2.00

Revenue: \$181,688

Program Description

Under the direction of the Parks Supervisor, this section provides landscape maintenance for the Pointe Marin Community Facilities District.

Program Elements

Landscape Maintenance: This section provides landscape maintenance services to all roadside landscapes, linear parks, and sound wall landscapes within the boundaries of the Pointe Marin CFD. Services include pruning, tree trimming, irrigation adjustment, weed control, planting, and maintenance of pedestrian lighted sidewalks. Also provided are roadside and sidewalk weed control to ensure vehicle and pedestrian safety.

Program Goals FY 13/14

- Consider plant replacement for the center island due to visibility issues and frequent maintenance required to maintain height below 24".

PW**Program: Pointe Marin Community Facilities**

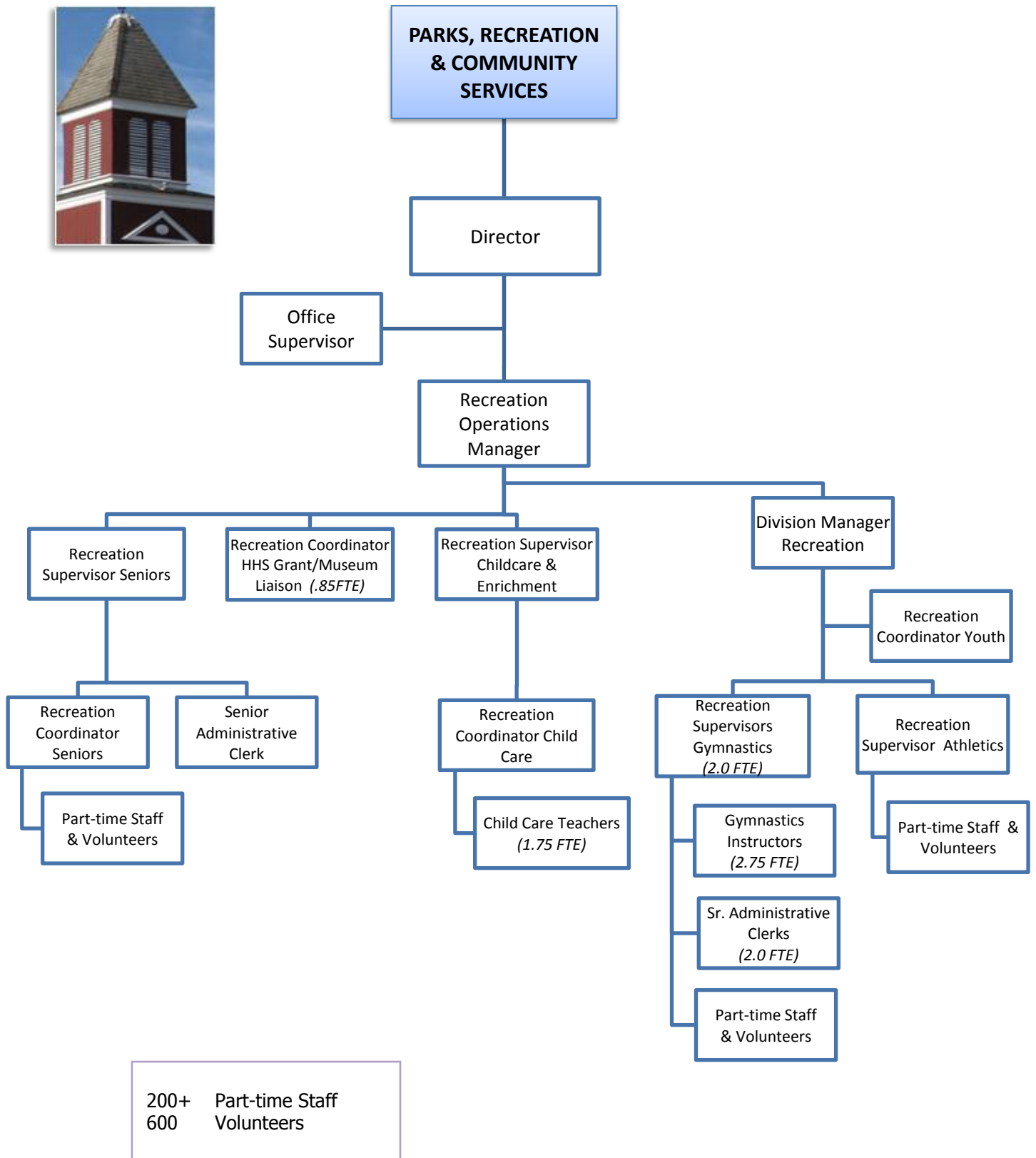
Division Number 5600

Summary of 2012/13 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Landscape Maintenance	2.00		3,400	176,005	300	28,801	6,758	211,864	181,688
TOTAL	2.00	0.00	3,400	176,005	300	28,801	6,758	211,864	181,688

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
Program Inputs:					
Personnel Services	156,884	128,094	176,005	163,502	176,005
Contract Services		1,330	300	300	300
Materials & Supplies	25,092	28,668	28,801	28,831	28,801
Operating Transfers	5,208	5,748	6,758	6,758	6,758
TOTAL	187,184	163,840	211,864	199,391	211,864

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200+ Part-time Staff
600 Volunteers

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Revenue & Appropriation Summary

	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14	Adopted to Adopted Increase/(Decrease)	
				Dollar	Percent
Revenues					
Program Fees:					
Administration	117,300	117,300	117,300	-	0.00%
Childcare & Enrichment	489,150	489,150	489,150	-	0.00%
Senior Citizens Programs	131,800	131,800	131,800	-	0.00%
Athletics Programs	1,045,347	1,045,347	1,020,347	(25,000)	(2.39)%
Donations & Grants	90,500	110,500	90,300	(200)	(0.22)%
Facilities Rentals	122,356	122,356	160,006	37,650	30.77%
Miscellaneous	23,000	23,000	24,188	1,188	5.17%
Department Total	\$2,019,453	\$2,039,453	\$2,033,091	13,638	0.68%
Appropriations					
Administration	735,242	753,546	719,100	(16,142)	(2.20)%
Childcare & Enrichment	575,037	570,748	585,771	10,734	1.87%
Museum Administration	16,497	16,298	16,188	(309)	(1.87)%
Senior Citizens Programs	317,473	299,130	306,050	(11,423)	(3.60)%
Athletics Programs	1,405,284	1,394,031	1,379,587	(25,697)	(1.83)%
Department Total	\$3,049,533	\$3,033,753	\$3,006,696	(42,837)	(1.40)%

Department Mission Statement

Enrich individual and community life.

Department Vision Statement

To be recognized for leadership and achievements as the premier provider of parks, recreation, and community services.

Department Responsibilities

Parks, Recreation and Community Services (PRCS) programs, services and recreation facilities are vital to achieving and maintaining a high quality of life, ensuring the health of our youth, families, and seniors. PRCS manages 20 community recreation facilities. Since 1996 the City has invested in 15 new community recreation facilities and offers a wide variety of programs, activities, services, and special events for individuals ranging in age from preschool to senior citizens. PRCS manages parks and recreation facilities for city programs and community uses, including Dogbone Meadow Dog Park, Novato City Hall, facilities at Hamilton including the Community Center, History Museum, Gymnasium, new Community Gymnasium (jointly built and shared with NUSD), Pool, Thigpen Sports Courts, Amphitheater and South Hamilton Park, as well as Pioneer Park tennis courts, Hill Gymnasium, Hill Community Room, Lu Sutton Child Care Center, Margaret Todd Senior Center, Novato Gymnastics, Downtown Recreation Center (DRC), DRC Pocket Park, Novato History Museum, Indian Valley Campus ball fields, multiple multi-use turf athletic fields throughout town, and Miwok, Hoog, and Pioneer Parks.



Support for PRCS is an investment in the security, health and stability of the community. PRCS plays an important role in crime prevention, and creates a healthy community through diverse and innovative recreation programming. Recreation brings neighbors together, encourages safer, cleaner neighborhoods, and creates a livelier community atmosphere. By providing opportunities to strengthen family bonds, promote cultural diversity and understanding, and stimulate a greater acceptance of others, recreation can build better and more liveable communities, and shape a higher quality of life for residents. PRCS provides thousands of program hours each year and in FY 2012/13 served nearly 134,000 participants through programs and facilities.

For decades, PRCS has worked and continues to work with, and maximize use of, volunteers to meet community needs and provide a strong core focus on programs for youth and seniors. Currently, PRCS manages nearly 600 volunteers a year. Volunteers donate more than 25,000 hours each year to significantly assist staff with the delivery of quality programs and services to the community. The value of these volunteer service hours is estimated at over \$425,000.

PRCS is comprised of three divisions: Administration, Community Services, and Recreation Programs.

Administration

Manages and coordinates all PRCS programs, activities, facilities, and community outreach efforts. Responsibilities include establishing department policy and direction; working with the Recreation, Cultural and Community Services Commission and City Council to accomplish citywide goals; and preparing and monitoring the PRCS general operating and capital improvement program budgets. Other responsibilities include overseeing program registration; facility reservations; programs and special events brochure; grants to fund programs, services, parks, and facilities; park dedication in-lieu (Quimby) fees; public art policy and program; managing contracts and agreements with community groups and consultants; planning, acquisition, and development of new and existing parks, recreation and cultural facilities; and developing partnerships with other public agencies and community organizations. Administration also manages community use for the Thigpen Multi-Use Sports Courts, Pioneer Park Tennis Courts, Pioneer Park, Miwok Park, Hamilton Amphitheater Park, and Joseph Hoog Park.



Community Services Division

Plans and implements recreational, cultural, and educational programs, activities, classes, services, and citywide special events for all residents – preschool aged toddlers through centenarians. Manages the Margaret Todd Senior Center and senior citizen services, Hill Community Room, licensed Lu Sutton Child Care Center, Novato History Museum, Hamilton Field History Museum, Hamilton Community Center, and manages community use of the Novato City Hall and Civic Green.

Recreation Programs Division

Supervises instructional, recreational, and competitive sports programs for children, teens, and adults. Recreation Division oversees programs and recreational activities at Novato Gymnastics, Downtown Recreation Center, Hill Gymnasium, old Hamilton Gymnasium, the new Hamilton Community Gymnasium, Indian Valley Campus Athletic Fields, and schedules program use of community facilities and rental of athletic fields and facilities. Program uses include city sports programs, and use by individuals and community groups. The Recreation Division manages all city and community use of the new Hamilton Community Gymnasium, a joint project between the city and the school district on-site at Hamilton Elementary School.

Department Accomplishments FY 12/13

- Summer 2013 summer at-a-glance camp supplement brochure is available online in Spanish;
- Gymnastics Boosters donated \$25,000 to support operational cost of the gymnastics program;
- Friends of DogBone Meadows donated \$1,000 for maintenance of the dog park, in addition to performing work parties at the park;
- Received \$10,000 grant from the Kaiser Foundation for an afterschool initiative featuring SPARK, an evidence-based physical activity program – requires 100% match for calendar year 2013;
- PRCS continues to collaborate and rely heavily upon numerous partners, managing a large number of volunteers and contracts, including the Novato Historical Guild, Novato Senior Citizens Club, Gymnastics Boosters, Novato Independent Elders Program (NIEP), City of San Rafael, Novato Fire District, who all help to deliver programs and services;

- PRCS continued to employ nearly 200 part-time seasonal staff, and remains one of the largest local employers of young adults;
- Engaged nearly 600 volunteers as coaches, receptionists, docents, activity leaders, and other volunteers who worked to complete focused projects around town;
- PRCS continued to provide community-wide benefits this year. PRCS programs improved health and wellness, taught new skills, supported self-esteem, developed youth leadership skills, and provided community and social connections for residents;
- Served over 29,000 senior participants and 16,000 youth in PRCS programs;
- \$33,000 in revenues generated at the Hamilton Pool through a partnership with the City of San Rafael;
- Nearly 200 low income families continued to have access to recreation programs through special reduced fee program offerings;
- County of Marin provided \$10,000 in funding to help provide financial scholarships for low income youth to participate in PRCS programs starting in Spring 2013;
- PRCS is participating in the county's development of a strategic plan for Healthy Eating, Active Living (HEAL); and serves on the Steering Committee and Active Living Subcommittee to coordinate and implement HEAL efforts county-wide;
- California Park and Recreation Society, District I awarded a Community Service award to Ramona Chipman for her long term commitment to Novato as a volunteer with multiple organizations, most notably her 20+ years of continuous service at the Margaret Todd Senior Center;
- Construction was completed for the new Hamilton Community Gymnasium project, a partnership project with Novato Unified School District;
- Hamilton Community Gymnasium opened for programming and community use in Fall 2012;
- Increased rentals and revenue for community and city program use of gymnasiums and the Downtown Recreation Center is up by 50% over the previous year, indicating responsiveness in meeting community needs for active programming space;
- FY 2012/13 represented year three of PRCS's work with Novato Blue Ribbon Coalition for Youth (NBRCY), funded through a grant from the County of Marin Health and Human Services Department;
- Received a one year extension for FY 2013/14 of the county grant for work with NBRCY to continue to support coalition work toward reducing underage alcohol and marijuana use, and reducing incidences of bullying in Novato;
- Working with the NBRCY, brought a resolution to Council for a voluntary retail ban on selling alcopops, and establishing Novato as an alcopop-free zone;
- City staff worked with the Novato Youth Council (a joint project of the NBRCY Coalition and the Healthy Novato program) to present the Youth Council's PhotoVoice project at Novato City Hall in December 2012. Youth presented their findings and recommendations surrounding prevention of underage drinking to those present, which included elected officials, city staff, as well as county and school officials and members of the community;
- Increased rental use and revenue for the Hamilton Community Center by more than 150% over FY 2011/12;
- PRCS continues to work collaboratively with Public Works, to execute a maintenance agreement with Little League to maintain Hamann Field ball fields; and
- Reorganized and integrated the Lu Sutton Child Care program with the summer only Camp Ton-of-Fun, thereby increasing efficiencies while meeting needs for summer child care and camps using existing staff effectively in leadership roles.

Department Goals FY 13/14

Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document.

Department Notes

PRCS provides essential services to the community. In an ongoing effort to, "Enrich Individual and Community Life," PRCS strives to create and implement programs, activities, services, and special events for all ages, cultures, individuals, and families. Partnerships with other public agencies and community organizations enable the department to provide a variety of recreational, cultural, educational, and community programs, activities, services, special events, and park and recreation facilities.

The values PRCS upholds and believes in are:

- Recreation has an inherent value in developing healthy minds and bodies;
- Positive experiences in life build confidence and self-esteem, and lead to positive choices in the future, particularly important for youth;
- Persons of all ages benefit from social interaction, play, and enjoyment of their environment;
- Participation in recreation programs, events, services, and facilities provides opportunities to build healthy and safe communities, foster community identity, and promote strong bonds among people of all backgrounds; and
- PRCS encourages staff to pursue professional growth and expanded knowledge to ensure the highest level of programs, facilities, and services are provided to Novato's residents.

Department Name: Parks, Recreation and Community Services

Program: Administration

Budget: \$719,100

Personnel Allocation: 3.87

Revenue: \$261,256

Program Description

Under the direction of the PRCS Director, administration manages and coordinates all PRCS programs, activities, facilities, and community outreach efforts. Administration oversees program registration; facility reservations and use policies; publication of the programs and special events brochure; grants; and the planning, acquisition, development of parks, recreation and cultural facilities.

Program Elements

General Management: Establishes the overall policy and direction of the department. Implements the goals and policies of the City Council and General Plan, and staffs the Recreation, Cultural and Community Services Commission. Prepares and monitors the PRCS operating and Capital Improvement Program (CIP) budgets. Oversees program registrations, facility reservations, and grants that fund programs and services. Coordinates program and facility use with the Novato Unified School District, Marin Community College District, and community groups. Responsible for developing and managing contracts and agreements with community groups and nonprofit agencies related to delivering PRCS services and managing facilities (Novato Historical Guild, Episcopal Senior Communities, etc.).

Recreation Brochure: PRCS publishes and mails to all Novato residents a programs and special events recreation brochure twice a year. This seasonal brochure is the main public relations marketing resource showcasing PRCS programs, activities, services, and special events. The brochure is also available online at www.novato.org/prcs. In addition to the twice yearly publication, a special summer supplement is mailed to selected Novato households, and distributed to families through school children's "Friday Folders" at each of Novato's elementary schools. This supplement is designed for families to use as an at-a-glance, week by week guide to summer programs for youth from preschool age through 12th grade, and is sent by direct mail to participants who have registered for similar programs during the past year.



Community Coalition: In FY 2010/11, PRCS received a three year grant for community coalition work from the County of Marin Department of Health and Human Services. This grant was available only to municipalities. The grant funds local community coalition work to reduce alcohol, tobacco and other drug use. Coalition work is structured to use evidence-based strategies to change community conditions and social norms identified as supporting alcohol and other drug abuse. Grant funds are used to support capacity-building of the Novato Blue Ribbon Coalition for Youth (NBRCY) members, staff support to the coalition, and coalition initiatives and activities identified to reduce youth access to, and use of, alcohol, and marijuana, as well as reducing incidences of bullying. FY 2012/13 was the final year of this grant, but PRCS has received a one year extension to continue to support coalition work through FY 2013/14, with the option for an additional year's extension in FY 2014/15.

Hamilton Pool Management and Program Agreement: PRCS entered into an ongoing agreement with the City of San Rafael in FY 2011/12 to operate and program the Hamilton Pool. The City of San Rafael provides all training, recruitment, and staffing of certified aquatics program and management staff. PRCS and San Rafael recreation staff work together to set use fees, and plan and develop an exciting seasonal summer swim program. The seasonal program provides the community with poolside BBQ and party rental options, camps, aquatic fitness and lesson programs, lap swim, recreational swim, seasonal passes and daily use options. The City of San Rafael and the City of Novato share net revenues from Hamilton Pool programs, rentals, and use fees.

Youth Financial Assistance Program: Enables children from low-income families to participate in recreational programs, classes, and activities. To be eligible for the program, families must be Novato residents, and be considered low income. This program offers two opportunities for low income families to participate in recreation programs. Direct funding is currently provided to eligible families solely through grants and donations. These funds may be used to enroll in any PRCS program. The per family funding allocation changes annually depending on availability and is allocated on a first-come, first-served basis until all available funding is disbursed. The financial assistance program also offers a reduced rate for select seasonal programs to help stretch each family's financial assistance dollars, or, if no assistance dollars are available, to help fit recreation activities into the family budget. The programs selected (e.g. day camps, sports camps, theater programs, basketball, and gymnastics) are ones in which a limited number of participants may be added without additional costs to the program. This financial assistance is particularly beneficial to families with several children. Recreation Division staff manage the application and approval process, and implement the distribution of any available funds for the Youth Financial Assistance program.

Capital Improvement Projects: Plans and manages the acquisition, development and renovation of new and existing parks, recreation and cultural facilities. Calculates park dedication in-lieu (Quimby) fees, and manages the public art policy and Percent for Art program.

Program Accomplishments FY 12/13

- Processed 17,100 registrations for participation in programs, classes, memberships, and activities;
- Processed 720 applications for 6,773 facility rental reservations totaling \$212,700 rental revenues for community facilities, fields, gyms, parks, and tennis courts through April of 2013 (10 months);
- Nearly 200 families participated in the Youth Financial Assistance program;
- Developed two seasonal (Winter/Spring and Summer/Fall) activities guides;
- Achieved nearly \$7,000 in advertising revenue from local businesses ads in the activities guide;
- Created marketing mailer for youth summer camps and programs. English and Spanish versions of the brochure were posted online. The attractive brochure provides a week by week, at-a-glance chart that identifies camps/programs available through the summer by color coding for specific age groups; and
- PRCS staff opened the Hamilton Community Gymnasium in fall 2012, coordinating school use with NUSD, while programming community use and PRCS programs to achieve maximum use of the facility and income revenue. NUSD receives 25% of rental revenue in this facility.

Program Goals FY 13/14

Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document.

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Program: Administration

Division Number 6000

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Administration	2.84	0.15	5,140	447,396	39,220	106,985		593,601	145,256
Less Administration Applied						(20,000)		(20,000)	
Activities Guide	0.28		476	21,057		38,239		59,296	8,000
Health & Human Svcs Grant	0.75		1,275	56,865	2,300	12,038		71,203	75,000
Hamilton Pool		0.36	749	15,000				15,000	33,000
TOTAL	3.87	0.51	7,640	540,318	41,520	137,262	0	719,100	261,256

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	450,883	494,040	549,435	542,202	540,318
Contract Services	54,438	58,047	45,220	58,320	41,520
Materials and Supplies	113,025	111,125	160,587	173,024	157,262
Administration Applied	(3,665)	(6,380)	(20,000)	(20,000)	(20,000)
Capital Outlay					0
TOTAL	614,681	656,832	735,242	753,546	719,100

Department Name: Parks, Recreation and Community Services

Program: Child Care & Enrichment

Budget: \$585,771

Personnel Allocation: 4.08

Revenue: \$505,338

Program Description

Child Care & Enrichment programs provide a variety of experiences for youth ages 1½ to 18 years. Programs include year-round children’s classes, childcare for school-aged children, dance, Taekwondo, preschool classes and after-school programs and activities.

Program Elements

Lu Sutton Child Care (LSCC): State-licensed program providing before and after school childcare at Lu Sutton Elementary School during the school year. When the center is open during school holidays, and in-service teacher training days, Lu Sutton childcare is available to serve all elementary school-aged Novato children, regardless of their school affiliation. Childcare revenues cover most direct program costs.

Summer Camp Ton-of-Fun at Rancho, Hamilton Camps, & Specialty Camps: Summer camp Ton-of-Fun at Rancho Elementary School provides part-time and full-time childcare during the summer for school-aged children. This program provides the opportunity for childcare participants to be escorted to and from enrichment programs such as art, cooking, science, tutoring, theater, and Lego engineering (also located on-site at Rancho School campus). It includes opportunities for participants to enjoy field trips, weekly trips to Hamilton Pool, and special live performance events designed for youth, kindergarten through 5th grade. Camp Ton-of-Fun is designed for maximum flexibility, with a mix of childcare and enrichment experiences. Specialty camps are week-long recreational programs offered at a variety of locations during the summer.

Enrichment Classes: A variety of traditional and special interest classes such as cooking, photography, movie making, art, video game design, music classes, theater, and Taekwondo for children are offered year round. The Novato School of Dance is offered at Hamilton Community Center throughout the year, with classes in ballet, tap, hip hop, and more. The dance program includes performance opportunities with a spring show, and offers summer and holiday dance camps such as the Fairy Tale Ballet and Nutcracker camps. Children’s classes also include traditional Tiny Tot, Teeny Tiny Tot, and Pre-K programs held at the Lu Sutton childcare buildings, and beginning in 2012, Tot and Pre-K classes are also now offered at Hamilton Community Center.



Hamilton Community Center: Located at 503B South Palm Drive, the center hosts programs and recreational activities for youth and adults. The Hamilton West Wing Auditorium is available for rentals.

Program Accomplishments FY 12/13

- Lu Sutton Child Care conducted two holiday events in 2012 focused on underprivileged Novato families. LSCC families collected food donations at Thanksgiving, and held a toy drive in December to help Novato families enjoy the gifts of the season;

- Children and staff at LSCC are incorporating Healthy Eating, Active Living (HEAL) activities into their daily routine. The American Dietetic Association's list of 25 healthy snacks for kids has helped to focus on healthy eating habits at the center, and has been provided to LSCC parents to support healthy eating efforts at home;
- Healthy habits extend to a renewed 2013 emphasis on healthy fitness activities at LSCC. A new Wii fitness and dance CD have inspired a new appreciation for physical fitness activities at LSCC. These new fitness options have enticed children who have been less likely to participate in active games to get involved, and get up and move;
- Hamilton Day Camp returned in the summer of 2012 to provide a traditional day camp experience. Hamilton Day Camp had 120 participants during a six week season, offering weekly camps, including Hamilton Bike Week, Nature Week, and other themes with a focus on active recreation;
- Hamilton Pre-K and Tiny Tots programs opened at Hamilton Community Center and has full enrollment;
- Rentals of the Hamilton Community Center increased by 160%, with revenues of \$25,000;
- Camp and childcare programs employed approximately 30 seasonal recreation leaders last year. This offers valuable training, and often a first time job experience, for high school and college students;
- Division staff partnered with the Novato Fire Protection District for the 11th summer to co-sponsor the annual Fire Squirts Camp for 10–14 year-olds, many of whom are "at risk" children;
- Over 4,000 participants took part in a variety of childcare and enrichment classes, special activities, dance, music and theater programs;
- 972 children participated in day camps, Camp Ton-of-Fun and LSCC in FY 2012/13; and
- 458 children (duplicated participants) in PRCS summer programs also registered for weekly field trips and special events.

Program Goals FY 13/14

Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document.

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Program: Childcare & Enrichment

Division Number 6100

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Child Care	4.08	3.67	14,570	458,737	59,990	67,044		585,771	505,338
TOTAL	4.08	3.67	14,570	458,737	59,990	67,044	0	585,771	505,338

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	413,145	413,556	456,003	451,714	458,737
Contract Services	35,654	40,835	59,990	59,990	59,990
Materials and Supplies	31,722	35,172	59,044	59,044	67,044
Capital Outlay				0	0
TOTAL	480,521	489,563	575,037	570,748	585,771

Department Name: Parks, Recreation and Community Services**Program:** Museum Administration**Budget:** \$16,188**Personnel Allocation:** 0.15**Revenue:** \$0**Program Description**

Museum Administration designates oversight and coordination with city staff in other departments related to the work of the Novato Historical Guild in the management and operation of the City's two museums, and the community's historical interests. The mission of the Museum program is to preserve the city's collection of objects, and provide information that enhances the understanding of Novato history.

Program Elements

Museum Administration: The city's Novato History Museum is located in the historic Postmaster's House at 815 DeLong Avenue, and Hamilton Field History Museum is located in the historic military firehouse at 555 Hangar Avenue. Museum archives are in the basement of the Novato Arts Center at Hamilton. The city works in partnership with the nonprofit Novato Historical Guild to operate both museums, and develop historical exhibits and programs. Beginning in May 2012, due to budget cutbacks and the end of grant funding from Marin Community Foundation, a part-time curator position dedicated to museum administration was eliminated and Novato Historical Guild continues to staff both Museums utilizing solely volunteers, and according to an agreement with the city. Guild/city volunteers have formed exhibits committees and implement exhibits for each museum. The Recreation Operations Manager attends the guild's monthly board meetings to remain responsive and informed about museum issues, manages the agreement between the city and the guild, provides for oversight of professional standards in museum policies, exhibits and archives management, as well as ensuring guild volunteers are supported and enrolled as city volunteers for on-site museum activities in support of the community's historical interests. Four hours per week a museum professional assists the guild with specialized training and support as needed.

Program Accomplishments FY 12/13

- 83 Novato Historical Guild/city volunteers contributed 4,594 hours to the operation of the Hamilton and Downtown Novato museums;
- 2,650 general visitors and schoolchildren on school tours visited both Novato museums; and
- Developed new exhibits at the Hamilton Museum through use of volunteer efforts

Program Goals FY 13/14

Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document.

Program: Museum Administration

Division Number 6200

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Museum Administration	0.15		255	15,928		260		16,188	
TOTAL	0.15	0.00	255	15,928	0	260	0	16,188	0

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	91,686	105,284	16,237	16,038	15,928
Contract Services	3,622	360			0
Materials and Supplies	5,629	14,492	260	260	260
Capital Outlay					0
TOTAL	100,937	120,136	16,497	16,298	16,188

Department Name: Parks, Recreation and Community Services

Program: Senior Citizens

Budget: \$306,050

Personnel Allocation: 2.58

Revenue: \$161,100

Program Description

Program Management: MTSC hosts a number of senior and adult enrichment classes, programs, special events, and outreach services. MTSC offers special events throughout the year such as the Holiday Crafts Faire, big band dances, flea markets, and other seasonal activities. The center also organizes on-going specialty programs such as game groups and bocce ball. The Senior Citizen Financial Assistance program provides funding for low-income seniors to participate in programs and activities. MTSC operates on a membership basis. In addition to programming and managing on-site services and partnerships with other senior serving agencies, the center director manages community use and rentals at MTSC, the Hill Community Room, and weekend event rentals at Novato City Hall.

Novato Senior Citizens Club is a nonprofit organization that provides social opportunities for adults 50+. The club is sponsored by the City of Novato, and coordinates with center staff to offer trips, special events, Sunday brunches, bingo, and other fundraising activities that help support their programs. Novato Senior Citizens Club members are also required to be MTSC members.

The Novato Independent Elders Program (NIEP) is a program of the Episcopal Senior Communities and is sited at the MTSC through an agreement with the city. NIEP develops programs that enhance services and support the independence of seniors, focusing on frail, isolated and multicultural seniors. MTSC membership is required to participate in many of the programs offered by NIEP.

Classes: Classes are developed and offered based upon the needs and interests of Novato seniors. Classes include fitness, dance, computers, languages, arts, and specialty subjects.

Program Accomplishments FY 12/13

- 1,052 adults signed up for, or renewed, MTSC membership in 2012;
- National trends reflect increased longevity in the large cohort of Baby Boomers in the United States, which has guided the MTSC focus on health and wellness programs as a key component of MTSC’s successful aging programs and older adult engagement. Three outdoor boot camps for adults in local parks have been added to round out the fitness offerings;
- Enrollment in core health and fitness programs remained strong in yoga, and Fit and Fun aerobics; serving 980 participants this year;
- Strength training has received national recognition as an important segment of healthy aging that supports independence through improved strength, balance, strong bones, and other health benefits. The center continues a focus on this as a strategy for health and longevity, with 255 older adults enrolled in Still Going Strong strength training classes at MTSC in FY 2012/13;
- MTSC participated in National Senior Health and Fitness Day on May 29th, 2013 with demonstrations, booths, presentations, and a Health Walk, all aimed at keeping older Novato residents healthy and fit;



PRCS

- MTSC computer classes have expanded to include Personal Computers for Beginners, Introduction to iPhone/iPad, and Facebook for Beginners. The classes were so well-received that additional classes were added to meet the demand;
- MTSC has created some new special events, such as July Jazz Night and Spring Fling dances, while bringing back events such as the Winter Wonderland Dinner, Monster Mash Dance, Bridge Tournament, Ice Cream Social and the spring and fall Flea Markets;
- The Recreation, Cultural and Community Services Commission recognized outstanding MTSC volunteer Ramona Chipman with the CPRS District 1 Community Service Award for her extraordinary service in Novato, most notably with 20+ years of continuous volunteer service at MTSC;
- MTSC staff continue to partner with volunteer instructors, contractors, and other senior serving agencies to provide social, intellectual, and recreational opportunities that enhance the quality of life and community engagement for Novato's older adults, such as:
 - 182 people graduated from the AARP Safe Driving courses held at the center
 - 18,144 adults participated in drop-in classes
 - 8,748 adults attended game groups (bridge, cribbage, pinochle, bocce ball, mah jongg, canasta);
- The city sponsors the Novato Senior Citizens Club as a strategy to broaden senior programming and increase social and volunteer opportunities for older adults. Club activities served:
 - 2,880 adults attended Novato Senior Citizens Club meetings
 - 3,220 adults participated in Club Sunday Bingo
 - 1,536 adults attended the Club Partner Pedro;
- The partnership with Episcopal Senior Communities to continue the NIEP program at MTSC has been very successful:
 - NIEP's Home Delivered Grocery program volunteers shopped for, and delivered, grocery orders to 143 homebound Novato seniors
 - NIEP volunteers served 5,460 meals at the Margaret Todd Café
 - English as a Second Language classes continue at MTSC as part of NIEP's multicultural program;
- MTSC staff partner with the Novato Senior Citizens Club and the Novato Garden Club to produce the annual Holiday Crafts Faire;
- PRCS continued to partner with the Osher Lifelong Learning program through Dominican University to offer challenging learning courses on a variety of topics such as *Current Issues Before the United States Supreme Court*;
- MTSC members supported the center holiday outreach efforts to the community by donating canned and non-perishable food to the center's November food drive for Marin Food Bank, and donating new toys to the center toy drive in December which benefits the Novato Fire Toys for Tots program; and
- 291 unduplicated facility rental applications were submitted for city and community events at MTSC, Hill Community Room and weekend rentals of the Novato City Hall facility. Rental revenue has remained strong at City Hall, achieving more than 50% over budget, in spite of the construction taking place on-site for new city offices.

Program Goals FY 13/14

Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document.

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Program: Senior Citizens

Division Number 6300

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Program Management	1.95	0.33	4,001	175,217	1,826	17,926		194,969	53,100
Senior Classes	0.63	0.96	3,068	78,396	32,685			111,081	108,000
TOTAL	2.58	1.29	7,069	253,613	34,511	17,926	0	306,050	161,100

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
Program Inputs:					
Personnel Services	342,873	250,914	265,036	246,693	253,613
Contract Services	26,837	32,425	34,511	34,511	34,511
Materials and Supplies	14,554	12,617	17,926	17,926	17,926
Capital Outlay					0
TOTAL	384,264	295,956	317,473	299,130	306,050

Department Name: Parks, Recreation and Community Services

Program: Athletics Programs

Budget: \$1,379,587

Personnel Allocation: 9.17

Revenue: \$1,105,397

Program Description

Child, Teen and Adult Athletics and Gymnastics programs offer year-round recreational sports programs for all ages – preschool, children, teens and adults. Sports activities include instructional, recreational, and competitive programs. Participants are encouraged to experience a variety of recreational and competitive sports in a safe environment. Programs focus on building self-esteem, promoting teamwork and sportsmanship, and having fun while learning new skills. PRCS emphasizes learning basics 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.

The athletics program staff also rents athletic facilities to community groups and individuals throughout the year.

Program Elements

Facility Rentals: Athletic facilities are rented to community groups and individuals throughout the year. These facilities include Hill Recreation Area; Hill Gymnasium; Indian Valley Campus Athletic Fields; Marion Park; Slade Park; Old Hamilton Gymnasium; Hamilton Community Gymnasium; Thigpen Multi-Use Sports Courts and the Downtown Recreation Center.

Children’s Athletics: Year-round recreational and instructional sports programs are offered for youth ages three to 12. Programs include basketball and flag football leagues and sports camp opportunities in soccer, baseball, golf, basketball, lacrosse, tennis, and football. Basketball and flag football leagues are coached by community volunteers. Programs for children stress teaching fundamental skills, sportsmanship, teamwork, and developing self-esteem.



Teen Programs and Athletics: Teen programs include a variety of special interest and life skills classes designed for middle school and high school age participants, such as babysitting safety. Programs also include middle school dances and activity nights for 7th and 8th grade students, 6th grade recreation nights, and other special events focused on teens. Teen athletics includes basketball and flag football leagues, sports camps and activities. Leagues are structured to provide participation, instruction, and develop good sportsmanship. A variety of sports camps, including basketball, baseball, soccer, volleyball, and football, are offered primarily in the summer. Each summer, a girls varsity and a girls frosh/JV basketball league are offered which provide for regional competition.

Adult Athletics: Leagues in this area include men’s and women’s basketball, men’s, women’s and coed volleyball and men’s and coed softball. Leagues for basketball and volleyball are offered year round. Softball leagues are played in the spring, summer, and fall at the Indian Valley Campus Athletic Fields.

Gymnastics: The year-round gymnastics program utilizes the Novato Gymnastics Center located at 950 Seventh Street for preschool, recreational, and competitive gymnastics classes. In addition to regular classes, the gymnastics program offers camps during school breaks and in the summer, several special events each year, including gymnastics meets, a recreational and preschool show, and private lessons.

Program Accomplishments FY 12/13

Gymnastics Accomplishments:

- 8% increase in class registration for gymnastics students, ages preschool through adult;
- Novato Gymnastics offered 10 weeks of full-day and half day camps for students five and above in the summer, and during winter breaks;
- Over 500 participants and 1,500 spectators attended gymnastics events, with the majority of participants coming from outside Marin County, bringing local restaurants and hotels an increase in business;
- Seven part-time and full-time gymnastics staff members attended the 2012 National Congress in San Jose, California, where they attended informational sessions instructed by the nation's top gymnastics experts;
- The Novato Gymnastics Competitive Team participated in over 15 gymnastics competitions from August through March;
- The compulsory and optional teams won ten team awards throughout the competitive season; and
- 15 Novato Gymnastics team gymnasts participated in local meets, which qualified them for regional or state championship meets.



Athletics Accomplishments:

- 50% increase in Gymnasium and Downtown Recreation Center (DRC) Rentals;
- 25% increase in Adult Volleyball Teams;
- PRCS Youth Program Coordinator attended a national training, and successfully completed the certification testing to become a Youth Sports Program Administrator certified through the National Alliance of Youth Sports, a nonprofit organization focused on youth sports and recognized as a leader in the field;
- 800 Middle School Students attended, dances and special events at the DRC;
- 644 1st – 8th grade boys and girls participated in our City PRCS Basketball Leagues;
- 101 K- 8th grade boys and girls participated in our City PRCS Flag Football Leagues;
- 2,615 adults participated in our City PRCS Adult Athletic Leagues—Softball, Basketball & Volleyball;
- 1,100+ children and teens participated in our sports camps and classes; and
- 2,000+ games were played in all of our athletic leagues from 1st grade to adult.

Program Goals FY 13/14

Department/Division goals are included in the City Council's Strategic Plan, which is attached to the City Manager's Budget Message in the first section of this document.

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Program: Athletics Programs

Division Number 6800

Summary of 2013/14 Resources Used by Program Element:

	Employees			Personnel	Contract/ Consultant Services	Material & Supplies	Capital Outlay	Total Budget	Program Revenues
	Perm FTE	Temp FTE	Total Hours						
Program Elements:									
Athletics	3.82	7.81	22,739	595,353	45,000	103,144		743,497	451,002
Gymnastics	5.35	4.22	17,873	600,550	1,751	33,789		636,090	654,395
TOTAL	9.17	12.40	41,381	1,195,903	46,751	136,933	0	1,379,587	1,105,397

	Previous Actual 2010/11	Previous Actual 2011/12	Adopted Budget 2012/13	Final Budget 2012/13	Adopted Budget 2013/14
	Program Inputs:				
Personnel Services	1,154,455	1,172,628	1,205,575	1,194,322	1,195,903
Contract Services	39,183	25,545	55,570	55,570	46,751
Materials and Supplies	94,366	124,378	144,139	144,139	136,933
Capital Outlay	5,403				0
TOTAL	1,293,407	1,322,551	1,405,284	1,394,031	1,379,587

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In January, 2011, Governor Jerry Brown released his budget plan for the 2011/2012 fiscal year. Included in his budget was a proposal to abolish redevelopment agencies as of June 30, 2011. The intent of this proposal was to shift additional property tax revenues to schools, counties and other local taxing entities; thereby reducing the amount of money the state spent on education and county services, such as health and human services.

On June 29, 2011, the Governor signed the 2011/2012 budget into law which included two bills related to the dissolution and continuation of redevelopment agencies. The first bill, AB X1 26, suspended all new redevelopment activities and prohibited the incurrence of new indebtedness. The legislation also dissolved redevelopment agencies as of October 1, 2011. The second bill, AB X1 27, enabled redevelopment agencies to continue operations if the agency agreed to make annual "remittance payments" to the state of California.

In July, 2011, the League of California Cities and the California Redevelopment Association sued the state challenging the adoption of AB X1 26 and AB X1 27 as a violation of Proposition 22, which was passed by the California voters in November 2010 and was designed to protect local revenues from being borrowed or taken by the state.

On December 29, 2011, the California Supreme Court issued its decision on this lawsuit challenging the elimination of redevelopment agencies. In a landmark decision, (*CRA v. Matosantos*) the Supreme Court upheld the validity of AB X1 26 and invalidated AB X1 27. In essence, the Court upheld the state's action to eliminate redevelopment. The Court's ruling extended the elimination date of redevelopment agencies to February 1, 2012.

As of February 1, 2012, the Novato Redevelopment Agency is no longer in existence. The City Council as Successor Agency to the dissolved Redevelopment Agency of the City of Novato has responsibility for winding down the affairs of the Agency. For more information on the Successor Agency's financial actions, please refer to page 336 in this budget document.

Fund 219 - Redevelopment Agency Housing

This table identifies the funding and expenditures for the housing program of the Redevelopment Agency. Tax increment funds for the housing program are generated from all parcels within the Redevelopment Project Area No. 1 - Hahn (Vintage Oaks), and the new Hamilton and Downtown Project Areas. These reserved funds have been used as a source of funding for the interim housing and homelessness prevention programs addressing Novato's at risk population; update of the Housing Element and Hamilton Reuse planning and implementation effort. Following State action in June 2011 as part of its annual budget, Redevelopment Agencies in California have been eliminated effective January 31, 2012; this fund will no longer receive or disburse any funds.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	(21,150,640)	(20,904,822)	0	0
Revenues				
Investment Earnings	(1,182)	(992)		
Tax Increment:				
Vintage Oaks	198,605	111,016		
Hamilton	817,623	460,351		
Downtown	408,281	234,556		
Mobile Home Rent Control	19,020			
Other	9,795	9,029		
Extraordinary Gain		20,913,983		
Subtotal Revenues	<u>1,452,142</u>	<u>21,727,943</u>	<u>0</u>	<u>0</u>
TOTAL FINANCING AVAILABLE	<u>(19,698,498)</u>	<u>823,121</u>	<u>0</u>	<u>0</u>
Expenditures:				
Downtown RDA	38,364	8,466		
Hamilton RDA	128,483	34,670		
Vintage Oaks	10,921	44		
Mobile Home Rent Control	71,129	39,521		
Housing Services	134,319	97,041		
Interfund Loan Interest Repayment-RDA	100,950			
Hamilton Tax Allocation Bonds (TABs):				
Debt Service	585,160	400,955		
Transfers Out:				
General Fund	128,860	75,168		
Debt Service-POB Fund	8,138	6,971		
RDA Oblig Retirement Fund		160,285		
Total Expenditures & Transfers Out	<u>1,206,324</u>	<u>823,121</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>(20,904,822)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Reserved for Long-Term Obligations	<u>20,904,822</u>			<u>0</u>
Available Funds - End Fiscal Year	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Long-Term Obligations:

Principal amount of loan from Redevelopment Agency

Fund 400 - Redevelopment Agency

This table identifies the funding and expenditures of the Redevelopment Agency. Tax increment funds for the program are generated from all parcels within the Redevelopment Project Area #1 - Novato (Vintage Oaks), Project Area #2 - Hamilton, and Project Area #3 - Downtown. Following State action in June 2011 as part of its annual budget, Redevelopment Agencies in California have been eliminated effective January 31, 2012; this fund will no longer receive or disburse any funds. The City has elected to become the Successor Agency to the dissolved Redevelopment Agency.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	16,442,130	24,736,634	0	0
Revenues				
Investment Earnings	51,377			
Interfund Loan Interest Payment	100,950			
Tax Increment:				
Vintage Oaks	776,014	436,829		
Hamilton	2,377,002	1,350,964		
Downtown	1,163,123	612,319		
State Takeaway	(547,090)			
Subtotal Revenues	3,921,376	2,400,112	0	0
Other Financing Sources				
Debt Proceeds, Tax Allocation Bonds (TABs)	17,000,000			
TOTAL FINANCING AVAILABLE	37,363,506	27,136,746	0	0
Expenditures:				
Vintage Oaks Administration	810	1,500		
Hamilton Redevelopment	314,506	57,984		
Downtown Development	210,018	80,187		
General Administration	274,050	185,490		
Interfund Loan Payment-Addit. Principal/Interest	8,290,595			
Other		5,608		
Underwriter's Discount/Cost of Issuance - Hamilton 2011 TABs	789,614	5,000		
Debt Service:				
Vintage Oaks OPA Payment	800,000	400,000		
Hamilton Tax Allocation Bonds 2005 (TABs)	1,465,631	1,487,380		
CIEDB Loan	206,703	52,034		
Transfers Out:				
General Fund	255,653	149,131		
Capital Projects Fund	2,625			
Debt Service-POB Fund	16,667	18,766		
Extraordinary Loss		24,693,666		
Total Expenditures & Transfers Out	12,626,872	27,136,746	0	0
Fund Balance - End Fiscal Year	24,736,634	0	0	0
Reserved for Long-Term Obligations	(24,473,203)			
Available Funds - End Fiscal Year	263,431	0	0	0
Long-Term Obligations:				
Principal amount of loan to Redevelopment Agency Housing				
Principal amount of loan from Development Impact Fees				
Bond reserve held with fiscal agent				

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Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities and equipment other than those financed by proprietary funds. The City's Capital Projects Funds are as follows:

Capital Improvement Projects – This fund accounts for capital project expenditures, financed by grants, reimbursements, and transfers from other funds.

Measure B Street Bonds Project 2007 – Accounts for bond proceeds and the use of Street and Storm Drain General Obligation Bonds (Measure B) approved by the voters in 2000.

Marin County Street Improvement (VRF) – Accounts for funds for street improvement projects from a \$2 vehicle registration fee (VRF) assessed annually on each vehicle registered in the county. Funds will be received from the county every three years.

Measure A Street Bonds – This fund accounts for proceeds received from Measure A for local streets and roads. Funds are received through the Transportation Authority of Marin and are for a 20-year period.

Proposition 1B Street Funds – This fund was established to account for proceeds received from state Proposition 1B for local streets and roads. The funds have all been expended.

Clean Renewable Energy Bonds – This fund was established to account for proceeds received from the issuance of bonds that were used to purchase and install solar panels on some City buildings.

Civic Center – Accounts for the accumulation of resources to be used for a new City Hall.

Clean Stormwater CIP – Accounts for the capital improvement element of the City's Clean Storm Water program.

Street and Storm Drain Maintenance – Accounts for revenues and expenditures used for ongoing maintenance and emergency needs in connection with the City's streets and storm drains.

Long-Term Maintenance – This fund was established in FY 2005/06 using a portion of year-end general fund balance, with the intent that the funds will be made available for long-term maintenance of city buildings. Additions to the fund are made from general fund and other sources when available.

Development Impact Fees (DIF) – This fund was established by resolution in 1997 and is used to account for impact fees paid by developers. Funds are used in combination with other City or outside funds to complete public facilities as identified in the initial DIF Report, and the 1999 and 2002 updates.

Community Facilities – These funds were established in 1996 using resources provided under the terms of the Owner Participation Agreement (OPA) between the Novato Redevelopment Agency and the developer of the Vintage Oaks shopping center. Funds are used for construction, improvement, and maintenance of identified community facilities, including the Gymnastics and Teen Center, Pool, and Performing Arts.

Novato Public Financing Authority Capital Projects – Accounts for the financing activities and operational transactions of certain city properties, including the Gymnastics/Downtown Community Center building and properties at Hamilton.

Fund 301 - Capital Improvement Projects

The purpose of this fund is to manage revenues and expenditures for Novato's Capital Improvement Projects. The fund is financed by grants and transfers from other funds.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	(384,286)	(490,214)	(370,293)	(370,293)
Revenues				
Intergovernmental				
Other	29,747	45,194		604,622
Subtotal Revenues	<u>29,747</u>	<u>45,194</u>	<u>0</u>	<u>604,622</u>
Transfers In:				
General Fund	356,402	1,498,177	9,257,981	3,810,550
Other Funds	2,691,310	6,641,075	3,848,738	9,723,060
TOTAL FINANCING AVAILABLE	<u>2,693,173</u>	<u>7,694,232</u>	<u>12,736,426</u>	<u>13,767,939</u>
Expenditures	3,183,187	8,003,338	13,106,719	4,820,610
Carryovers from Prior Year				9,317,622
Transfers Out				
Other	200	61,187		
Total Expenditures & Transfers Out	<u>3,183,387</u>	<u>8,064,525</u>	<u>13,106,719</u>	<u>14,138,232</u>
Fund Balance - End Fiscal Year	<u>(490,214)</u>	<u>(370,293)</u>	<u>(370,293)</u>	<u>(370,293)</u>

Fund 307 - Measure B Street Bond Projects

This fund accounts for bond proceeds and the use of Street and Storm Drain General Obligation Bonds (Measure B) approved by voters in 2000. The funds have all been expended.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	2,132,600	2,041,415	1,200,384	0
Revenues				
Investment Earnings	27,836	10,796	2,397	
Bond Proceeds				
Other				
Subtotal Revenues	<u>27,836</u>	<u>10,796</u>	<u>2,397</u>	<u>0</u>
Transfers In:				
Chapter 27 Assessment		69		
TOTAL FINANCING AVAILABLE	<u>2,160,436</u>	<u>2,052,280</u>	<u>1,202,781</u>	<u>0</u>
Expenditures				
Transfers Out:				
General Fund	32,414	34,035		
Chapter 27 Assessments	3,080			
Capital Projects Fund	83,527	817,861	1,202,781	
Total Expenditures & Transfers Out	<u>119,021</u>	<u>851,896</u>	<u>1,202,781</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>2,041,415</u>	<u>1,200,384</u>	<u>0</u>	<u>0</u>



Fund 308 - Marin County Street Improvement (VRF) Fund

This fund accounts for funds allocated for street improvement projects from a \$2 vehicle registration fee (VRF) assessed annually on each vehicle registered in the county. Funds will be distributed by the county to municipalities every three years. Fiscal Year 2013/14 is the first year the funds will be received.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year				0
Revenues				
Investment Earnings				500
Intergovernmental Revenue				405,317
Other				
Subtotal Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>405,817</u>
Transfers In:				
Chapter 27 Assessment				
TOTAL FINANCING AVAILABLE	<u>0</u>	<u>0</u>	<u>0</u>	<u>405,817</u>
Expenditures				
Transfers Out:				
General Fund				
Chapter 27 Assessments				
Capital Projects Fund				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>0</u>	<u>0</u>	<u>0</u>	<u>405,817</u>

Fund 309 - Measure A Street Projects

This fund accounts for proceeds received from Measure A for local streets and roads. The funds are received through the Transportation Agency of Marin and are for a 20-year period.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	197,167	394,859	863,484	1,265,787
Revenues				
Investment Earnings	5,877	2,967	4,800	4,850
Intergovernmental Revenue	524,805	712,355	451,945	883,011
Other				
Subtotal Revenues	<u>530,682</u>	<u>715,322</u>	<u>456,745</u>	<u>887,861</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>727,849</u>	<u>1,110,181</u>	<u>1,320,229</u>	<u>2,153,648</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	332,990	246,697	54,442	1,864,482
Total Expenditures & Transfers Out	<u>332,990</u>	<u>246,697</u>	<u>54,442</u>	<u>1,864,482</u>
Fund Balance - End Fiscal Year	<u>394,859</u>	<u>863,484</u>	<u>1,265,787</u>	<u>289,166</u>



Fund 311 - Proposition 1B Street Projects

This fund accounts for proceeds received from state Proposition 1B for local streets and roads. The funds are required to be expended within three fiscal years following the year of receipt. Any unexpended funds will be returned to the state. The funds were received for a limited term and are now fully expended.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	239,449	783,237	535,528	0
Revenues				
Investment Earnings	5,135	4,653	735	
Intergovernmental Revenue	779,383			
Subtotal Revenues	<u>784,518</u>	<u>4,653</u>	<u>735</u>	<u>0</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>1,023,967</u>	<u>787,890</u>	<u>536,263</u>	<u>0</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	240,730	252,362	536,263	
Total Expenditures & Transfers Out	<u>240,730</u>	<u>252,362</u>	<u>536,263</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>783,237</u>	<u>535,528</u>	<u>0</u>	<u>0</u>

Fund 313 - Clean Renewable Energy Bonds

This fund was established in FY 2008/09 to account for the Clean Renewable Energy Bonds used to finance the installation of solar panels at the Corporation Yard, Margaret Todd Senior Center/Hill Gymnasium, and the Teen and Gymnastics Center.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	302	0	0	0
Revenues				
Investment Earnings	4			
Bond Proceeds				
Other				
Subtotal Revenues	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>306</u>	<u>0</u>	<u>0</u>	<u>0</u>
Expenditures				
Transfers Out:				
Capital Projects Fund	306			
Total Expenditures & Transfers Out	<u>306</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>



Fund 319 - Civic Center

This fund was created in 1971 by Ordinance No. 645 to accrue sufficient monies to construct a new Civic Center.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	257,631	231,676	234,962	236,062
Revenues				
Investment Earnings	3,289	1,497	1,100	1,110
Other				
Subtotal Revenues	<u>3,289</u>	<u>1,497</u>	<u>1,100</u>	<u>1,110</u>
Transfers In				
Capital Projects		1,789		
TOTAL FINANCING AVAILABLE	<u>260,920</u>	<u>234,962</u>	<u>236,062</u>	<u>237,172</u>
Expenditures				
Transfers Out				
General Fund				
Capital Projects	29,244			37,800
Interfund Loan-General Fund				
Total Expenditures & Transfers Out	<u>29,244</u>	<u>0</u>	<u>0</u>	<u>37,800</u>
Fund Balance - End Fiscal Year	<u>231,676</u>	<u>234,962</u>	<u>236,062</u>	<u>199,372</u>



Fund 321 - Clean Storm Water Capital Improvement Projects

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

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	170,092	217,629	261,199	307,799
Revenues				
Investment Earnings	2,537	1,295	1,600	1,615
Developer in Lieu Fees				
Other				
Subtotal Revenues	<u>2,537</u>	<u>1,295</u>	<u>1,600</u>	<u>1,615</u>
Transfers In:				
Clean Storm Water Fund	45,000	45,000	45,000	45,000
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>217,629</u>	<u>263,924</u>	<u>307,799</u>	<u>354,414</u>
Expenditures				
Transfers Out:				
Capital Projects Fund		2,725		309,787
Total Expenditures & Transfers Out	<u>0</u>	<u>2,725</u>	<u>0</u>	<u>309,787</u>
Fund Balance - End Fiscal Year	<u>217,629</u>	<u>261,199</u>	<u>307,799</u>	<u>44,627</u>

Fund 322 - Street & Storm Drain Maintenance

This fund was established in FY 96-97 using year-end general fund balance with the intent that the interest earned by the fund be available for ongoing maintenance and emergency needs for street and storm drains. Periodic additions to principal will be made from general fund balance and other sources when available, subject to approval during the annual budget process.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	348,563	323,885	318,610	298,483
Revenues				
Investment Earnings	4,460	1,929	1,800	1,820
Other				
Subtotal Revenues	<u>4,460</u>	<u>1,929</u>	<u>1,800</u>	<u>1,820</u>
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	<u>353,023</u>	<u>325,814</u>	<u>320,410</u>	<u>300,303</u>
Expenditures				
Transfers Out				
Capital Projects	29,138	7,204	21,927	35,320
Total Expenditures & Transfers Out	<u>29,138</u>	<u>7,204</u>	<u>21,927</u>	<u>35,320</u>
Fund Balance - End Fiscal Year	<u>323,885</u>	<u>318,610</u>	<u>298,483</u>	<u>264,983</u>



Fund 323 - Long-Term Maintenance

This fund was established in FY 05/06 using a portion of the year-end general fund balance with the intent that the funds will be made available for long-term maintenance and emergency needs for the Civic Center buildings. Periodic additions to the fund will be made from general fund balance and other sources when available, subject to approval during the annual budget process.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	688,599	487,961	508,240	356,371
Revenues				
Investment Earnings	8,510	2,986	2,800	2,825
Other	53,079	50,787	52,000	50,000
Subtotal Revenues	61,589	53,773	54,800	52,825
Transfers In				
General Fund			150,000	300,000
Measure A	306			
TOTAL FINANCING AVAILABLE	750,494	541,734	713,040	709,196
Expenditures	22,949			
Transfers Out				
Underground Utility				
Capital Projects	239,584	33,494	356,669	369,978
Total Expenditures & Transfers Out	262,533	33,494	356,669	369,978
Fund Balance - End Fiscal Year	487,961	508,240	356,371	339,218

Fund 327 - Development Impact Fees

This fund was established by resolution in 1997 and is used to account for impact fees paid by developers. The resources are used in conjunction with other City funds to complete public facilities as identified in the initial Development Impact Fee Report, and the 1999 and 2002 updates.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	11,528,521	12,318,272	12,178,445	12,748,178
Revenues				
Investment Earnings	151,545	73,439	70,000	70,700
Developer in Lieu Fees				
- Streets & Intersections	429,560	43,453	350,000	334,280
- Recreational & Cultural Facilities	54,568	24,905	385,000	250,960
- Civic Facilities	31,797	5,672	75,000	45,000
- Transit/Bicycle Facilities	15,457	2,462	14,000	11,480
- Corporation Yard	9,309	1,095	8,000	7,200
- General Governmental Systems	14,723	3,662	34,000	19,520
- Open Space	40,977	10,296	93,000	54,280
- Drainage	59,975	38,010	92,000	106,840
Equity Transfer	270,928			
Subtotal Revenues	1,078,839	202,994	1,121,000	900,260
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	12,607,360	12,521,266	13,299,445	13,648,438
Transfers Out:				
General Fund	105,433	80,251	84,339	121,789
Capital Projects Fund	183,655	262,570	466,928	2,339,471
Total Expenditures & Transfers Out	289,088	342,821	551,267	2,461,260
Fund Balance - End Fiscal Year	12,318,272	12,178,445	12,748,178	11,187,178
Reserved for Long-Term Obligations	(116,463)	(116,470)	(116,477)	(116,484)
Available Funds - End Fiscal Year	12,201,809	12,061,975	12,631,701	11,070,694

Long-Term Obligations:

Loan to Redevelopment Agency (assumed by Successor Agency/Redevelopment Obligation Retirement Fund)



Fund 330 - Community Facilities Maintenance & Contingency

This fund was established in 1996 using resources provided to the City under the terms of the Owner Participation Agreement (OPA) between the Novato Redevelopment Agency and the developer of the Vintage Oaks shopping center. Funds are used for construction, improvement, and maintenance of identified community facilities, including the Gymnastics and Teen Center, Pool, and Performing Arts. The original four separate funds were consolidated in FY 2007/08. Below activity and balances are for the four combined funds.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	919,329	959,992	1,013,103	813,073
Revenues				
Investment Earnings	8,915	5,951	5,400	5,450
Equity Transfer	102,087	59,398		
Other				
Subtotal Revenues	<u>111,002</u>	<u>65,349</u>	<u>5,400</u>	<u>5,450</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>1,030,331</u>	<u>1,025,341</u>	<u>1,018,503</u>	<u>818,523</u>
Expenditures		298		
Transfers Out:				
Capital Projects Fund	70,339	11,940	205,430	434,129
Total Expenditures & Transfers Out	<u>70,339</u>	<u>12,238</u>	<u>205,430</u>	<u>434,129</u>
Fund Balance - End Fiscal Year	<u>959,992</u>	<u>1,013,103</u>	<u>813,073</u>	<u>384,394</u>

Fund 450 - Novato Public Financing Authority Capital Projects

The Novato Public Financing Authority Capital Projects Fund was created to account for the purchase and lease of various properties including the Gymnastics/Teen Center building and the Navy property at Hamilton Field.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	(89,711)	(569,498)	(538,126)	(440,485)
Revenues				
Investment Earnings	11,446	5,483	5,600	5,650
Rental Income	33,836	193,003	194,891	193,975
Other Income	316,734			
Subtotal Revenues	<u>362,016</u>	<u>198,486</u>	<u>200,491</u>	<u>199,625</u>
Transfers In				
General Fund				
Hamilton Arts Center Fund	70,879			
TOTAL FINANCING AVAILABLE	<u>343,184</u>	<u>(371,012)</u>	<u>(337,635)</u>	<u>(240,860)</u>
Expenditures	146,362	124,266	89,850	90,000
Transfers Out:				
General Fund	13,000	13,000	13,000	13,000
Hamilton Arts Center Fund	713,342			
Capital Projects Fund	38,959	28,718		
Debt Service-POB Fund	1,019	1,130		
Total Expenditures & Transfers Out	<u>912,682</u>	<u>167,114</u>	<u>102,850</u>	<u>103,000</u>
Fund Balance - End Fiscal Year	<u>(569,498)</u>	<u>(538,126)</u>	<u>(440,485)</u>	<u>(343,860)</u>
Reserved for Long-Term Obligations	1,630,000	1,560,000	1,485,000	1,405,000
Available Funds - End Fiscal Year	<u>1,060,502</u>	<u>1,021,874</u>	<u>1,044,515</u>	<u>1,061,140</u>
Long-Term Obligations:				
Loan from Equipment Replacement				
Corporation Yard Lease				



**Five-Year Capital Improvement Program
Fiscal Years 2013/14-17/18**

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 13/14 <small>(including carryover)</small>	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	
101	General Fund	3,810,550					3,810,550
	07-009 Hamilton Wetlands Access Road						
	11-005 City Offices						
	11-012 Technology Planning & Efficiency						
	11-013 Streamlining & Service Improvements						
	11-014 Additional Deficit Reduction Initiatives						
	Special Revenue Funds:						
201	Measure F	10,000					10,000
	14-009 Synthetic Turf Fields Research/Project Initiation						
226	Underground Utility	257,433		163,350	326,700		747,483
	12-005 Rule 20A UUD Olive Redwood to Railroad						
	12-006 Rule 20A UUD Railroad Olive to South End						
	12-007 Rule 20A UUD Olive Rosalia to City Limits						
227	Parking Improvement	83,000					83,000
	14-002 Downtown Depot Parking Lot Phase 1						
231	Subdivision Park Trust (Quimby Fees)	229,734					229,734
	01-005 Hill Recreation Area Site Planning						
	14-006 Pioneer Park Tennis Court Reconstruction						
	14-008 Old Hamilton Gym Determination						
235	Art in Public Places	64,616					64,616
	11-019 Public Art Projects						
241	Hamilton Community Facilities District	34,594					34,594
	12-017 Hamilton Levee Seepage Collection, Ph II						
251	Chapter 27 Assessments	6,920					6,920
	02-008 Sherman Ave/Cain Lane Improvements						
272	Gas Tax	1,726,155	680,842	621,519	574,481	579,010	4,182,007
	00-015 Rush Creek Drainage Improvements						
	13-001 Measure A Group 5 Pavement Rehabilitation						
	13-002 MTC Pavement Mgmt System						
	13-003 DeLong/Ignacio Interchange Resurfacing						
	13-008 Safe Routes to School - Lynwood & Sinaloa						
	13-009 Olive Ave Class 2 Bike Lane						
	14-001 Measure A Group 6 Pavement Rehabilitation						
	14-007 Retaining Wall Assessment						
	15-001 Measure A Group 7 Pavement Rehabilitation						
	16-001 Measure A Group 8 Pavement Rehabilitation						
	16-002 South Novato Blvd (Diablo to US 101) Preventative Maint.						
	17-001 Measure A Group 9 Pavement Rehabilitation						
	18-001 Measure A Group 10 Pavement Rehabilitation						
283	State Grants	599,560					599,560
	12-012 Electrical Vehicle Charging Stations						
	12-018 Bel Marin Keys Pedestrian/Bicycle Path Rehab						
	13-008 Safe Routes to School - Lynwood & Sinaloa						
284	Federal Grants Fund	789,357	2,104,456				2,893,813
	09-003 Grant Ave Bridge						
	13-009 Olive Ave Class 2 Bike Lane						
298	Self-Insurance	195,000					195,000
	11-012 Technology Planning & Efficiency						
	11-013 Streamlining & Service Improvements						
	11-014 Additional Deficit Reduction Initiatives						
299	Emergency and Disaster Response Reserve	201,200					201,200
	11-012 Technology Planning & Efficiency						
	Total Special Revenue Funds	4,197,569	2,785,298	784,869	901,181	579,010	9,247,927



Capital Projects Funds

Five-Year Capital Improvement Program Fiscal Years 2013/14-17/18

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 13/14 (including carryover)	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	
Capital Project Funds:							
309	Measure A Street Projects	1,864,482	377,828	1,627,571	7,289,081	388,519	11,547,481
	97-001 Olive Avenue Improvements Phase 3						
	01-004 Improvements to Novato Blvd Diablo to Grant						
	02-008 Sherman Ave/Cain Lane Improvements						
	12-004 Rule 20A UUD Novato Blvd. Diablo to Rowland						
	13-001 Street Pavement Rehabilitation 2012-13						
	14-001 Street Pavement Rehabilitation 2012-13						
	15-001 Street Pavement Rehabilitation 2014-15						
	16-001 Measure A Group 8 Pavement Rehabilitation						
	16-002 South Novato Blvd (Diablo to US 101) Preventative Maint.						
	17-001 Measure A Group 9 Pavement Rehabilitation						
	18-001 Measure A Group 10 Pavement Rehabilitation						
319	Civic Center	37,800					37,800
	11-006 Civic Center Planning						
321	Clean Storm Water Capital Improvement	309,787					309,787
	98-008 Storm Drain Master Plan						
	14-003 Corp. Yard Phase 2 Planning						
322	Street & Storm Drain Maintenance	35,320	20,000	20,000	20,000	20,000	115,320
	06-007 Traffic, Pedestrian Bike Enhancements						
323	Long-Term Maintenance Fund	369,978					369,978
	11-018 Minor Building Maintenance Projects						
	12-008 PD Building Leak & Accessibility Repairs						
	12-010 Accessibility Enhancements Municipal Facilities						
	12-011 Accessibility Enhancements Community Facilities						
	13-005 Custodial Staff Relocation						
	14-004 Deferred Maintenance-Facilities Condition Study						
	14-005 Police Dispatch Area Renovation						
325	Restricted Revenue	580,753					580,753
	97-001 Olive Avenue Improvements Phase 3						
	99-007 Redwood/San Marin Improvements						
	02-011 Redwood/Olive Signal & Pavement Rehab						
	07-009 Hamilton Wetlands Access						
	12-005 Rule 20A UUD Olive Redwood to Railroad						
327	Development Impact Fees:						
	Streets & Intersections	1,848,151	374,683	1,633,435	4,706,118		8,562,387
	99-007 Redwood/San Marin Improvements						
	01-004 Novato Blvd Improve (DiabloGrant)						
	02-011 Redwood/Olive Signal & Pavement Rehab						
	11-020 Intersection Improvements San Marin/Simmons						
	12-004 Rule 20A UUD Novato Blvd. Diablo to Rowland						
	Civic Facilities	88,000					88,000
	11-006 Civic Center Planning						
	13-005 Custodial Staff Relocation						
	14-002 Downtown Depot Parking Lot Phase 1						
	Transit/Bicycle Facilities	52,063	183,647				235,710
	09-003 Grant Ave Bridge						
	General Government Systems	148,093					148,093
	11-012 Technology Planning & Efficiency						
	Drainage	203,164					203,164
	97-001 Olive Ave Improvements						
	98-008 Storm Drain Master Plan						
	00-015 Rush Creek Drainage						
330	Community Facilities Maint. & Contingency	434,129					434,129
	11-018 PRCS Minor Projects						
	12-013 Community Facilities Signage						
	14-006 Pioneer Park Tennis Court Reconstruction						
	11-018 Minor Building Maintenance Projects						
Total Capital Projects Funds		5,971,720	956,158	3,281,006	12,015,199	408,519	22,632,602



**Five-Year Capital Improvement Program
Fiscal Years 2013/14-17/18**

Fund #	Fund Description Funded Projects	Adopted Budget	Proposed Future Funding				Fund Totals
		FY 13/14 <small>(including carryover)</small>	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	
Proprietary Funds:							
605	Equipment Replacement 09-006 Streetlight Assessment & Replacement 11-014 Additional Deficit Reduction Initiatives	134,524					134,524
606	Furnishings and Equipment						-
	Total Proprietary Funds	134,524	-	-	-	-	134,524
Outside Funding:							
	Utility Reimbursements 97-001 Olive Ave Improvements 02-011 Redwood/Olive Signal & Pavement Rehab 12-004 Rule 20A UUD Novato Blvd. Diablo to Rowland 13-003 DeLong Ave Ignacio Blvd Hwy Interchg Resurfacing	23,869	7,088	671,875	928,600		1,631,432
	Total Outside Funding	23,869	7,088	671,875	928,600	-	1,631,432
TOTALS		14,138,232	3,748,544	4,737,750	13,844,980	987,529	37,457,035



Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses-FY 2013/14	Prior Years Budgets	New Funding FY 2013/14	Proposed Future Funding				Total
					FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	
MUNICIPAL FACILITIES (MUNI)									
11-005	City Offices		14,287,500						14,287,500
	Under construction; scheduled for completion September 2013, General Fund								
11-006	Civic Center Master Planning		50,000						50,000
	Determine use of Civic Center campus. Civic Center; DIF Civic								
12-010	Accessibility Enhancements - Municipal Facilities		10,000	10,000					20,000
	Continue ADA improvements on municipal facilities as needed Long Term Maintenance								
12-012	Electric Vehicle Charging Stations		66,481	14,944					15,000
	Provide publicly accessible EV charging stations. Equip/Vehicle Repl; Grant; PG&E Loan								
13-005	Custodial Staff Relocation		100,000	100,000					200,000
	Purchase and install steel building to house custodial staff and storage. Long-Term Maintenance; DIF Civic								
14-002	Downtown Depot Parking Lot Phase I			110,000					110,000
	Plan and construct basic improvements to former SMART depot site DIF Civic; Parking Improvement								
14-003	Corporation Yard Phase II Planning			70,000					70,000
	Plan and implement stormwater improvements at Corporation Yard Clean Stormwater								
14-004	Facilities Deferred Maintenance			100,000					100,000
	Various repairs in various buildings identified in Facilities Condition Study Long-Term Maintenance								
14-005	Police Dispatch Area Renovation			50,000					50,000
	Replace workstations and related equipment in Dispatch center Long-Term Maintenance								
PARKS, RECREATION & COMMUNITY FACILITIES (PRCF)									
01-005	Hill Recreation Area Site Planning		83,416						83,416
	Develop recreation and parking improvements for site. Quimby								
11-018	PRCS Minor Project Funding		63,807	65,000					128,807
	Minor project funding, including Hamilton Community Center flooring; LSCC wall paneling Community Facilities; Long-Term Maintenance								
11-019	Public Arts Project Funding		64,616						64,616
	Identify additional sites for public art. Art in Public Places								
12-011	Accessibility Enhancements - Community Facilities		15,000	20,000					35,000
	Continue ADA improvements on community facilities as needed Long Term Maintenance								
12-013	Community Facility Signage		10,000						10,000
	Install signage on City buildings and in parks. Community Facilities								
14-006	Pioneer Park Tennis Court Reconstruction			450,000					450,000
	Reconstruct Pioneer Park tennis courts Quimby; Community Facilities								
14-008	Old Hamilton Gym Determination and Scoping			65,000					65,000
	Evaluate and potentially implement repairs needed at old Hamilton Gym Quimby								
14-009	Synthetic Turf Fields - Research & Project Initiation			10,000					10,000
	Identify locations for installation of synthetic turf fields Measure F								



Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses-FY 2013/14	Prior Years Budgets	New Funding FY 2013/14	Proposed Future Funding				Total
					FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	
TECHNOLOGY AND ORGANIZATIONAL INVESTMENTS (TOI)									
11-012	Technology Planning & Efficiencies		560,000						560,000
	Invest in technology enhancements to improve efficiency and effectiveness of City staff. Conduct research, purchase software and provide training on new technological improvements. General Fund; DIF General Government; Insurance Reserve; Emergency Reserve								
11-013	Streamlining, Customer Service and Employee Development		215,000						215,000
	Invest in training to streamline City processes and enhance staff skills. General Fund; Insurance Reserve								
11-014	Additional Deficit Reduction Initiatives		482,000						482,000
	Facilitate studies and other projects to help City attain long term fiscal sustainability. General Fund; Equipment Replacement; Insurance Reserve								
TRANSPORTATION, DRAINAGE & UTILITIES (TDU)									
97-001	Olive Ave Impts, Phase 3		163,698	538,594					702,292
	Complete project design for possible construction start in FY 2012/13, dependent on developer, SMART and underground utility district. Clean Stormwater; DIF Drainage; Measure B; Utility Reimbursement; Measure A								
98-008	Storm Drain Master Plan		100,000	234,000					334,000
	Complete master plan and identify clean storm water improvements. Clean Stormwater; DIF Drainage								
99-007	Redwood Blvd at San Marin Improvements		56,604			30,000	2,434,734		2,521,338
	Intersection improvement coordination with proposed Fireman's Fund development. DIF Streets; Restricted Revenue								
00-015	Rush Creek Drainage Improvements		413,534						413,534
	Coordinate project with SMART. SMART to build box culvert in existing ditch, City to reimburse. Gas Tax; DIF Drainage; Measure B								
01-004	Novato Blvd Impts (Between Diablo Ave & Grant Ave)		2,226,452	238,312	205,386	2,100,000	8,395,692		13,165,842
	Complete environmental documentation and begin right-of-way acquisition. DIF Streets; Measure A								
02-008	Sherman Avenue/Cain Lane Improvements		84,513		162,118				246,631
	To be coordinated and constructed with City Offices project. Partially funded. Measure A; Chapter 27; Measure B								
02-011	Redwood Boulevard at Olive Ave Traffic Signal		1,063,056	40,000					1,103,056
	Construction scheduled for FY 12/13. DIF Streets/Intersections; Utility Reimbursement								
05-002	Redwood Blvd Improvements North of San Marin Dr					128,462	696,539		825,001
	Add southbound lane. Project scheduled for funding FY 13/14. DIF Streets & Intersections								
06-007	Traffic, Bicycle, Pedestrian Enhancements		100,000	20,000	20,000	20,000	20,000	20,000	200,000
	Provide safety enhancements and ADA compliance. Street & Storm Drain Maintenance								
07-009	Hamilton Wetlands Access Road		103,804						103,804
	Pending Federal funding. Partially funded. General Fund; Restricted Revenue								
09-003	Grant Avenue Bridge Rehabilitation		255,201		1,601,103				1,856,304
	Design and prepare contract documents for construction in FY 13/14. DIF Transit, Bike; Grant - HBRR								
09-006	Streetlight Assessment and Replacement		660,627						660,627
	Retrofit existing streetlights with energy efficient fixtures. Equipment Replacement-Streetlight Set Aside; EECB Grant; PG&E Loan (General Fund)								
11-020	San Marin at Simmons Lane Intersection Improvements		183,433			354,973			538,406
	Analysis for traffic signal or roundabout. DIF Streets & Intersections								
12-004	Rule 20A Underground Utility District 16 Novato Blvd. - Diablo to Boulevard Terrace		30,000			435,000	240,000		705,000
	Begin design FY 11/12 to convert overhead utilities to underground. Measure A; DIF Streets & Intersections; Utility Reimbursement								
12-005	Rule 20B Underground Utility District B-6 Olive Ave. - Redwood Blvd. to Railroad Ave.		51,677	370,700					422,377
	Convert overhead utilities to underground. Underground Utility								



Capital Projects Funds

Comprehensive Capital Project List

Project No.	Project Name	Funding Sources & Uses-FY 2013/14	Prior Years Budgets	New Funding FY 2013/14	Proposed Future Funding				Total
					FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	
12-006	Rule 20A Underground Utility District 17 Railroad Ave. to South End		22,275			540,225			562,500
	Convert overhead utilities to underground. Underground Utility; Utility Reimbursement								
12-007	Rule 20A Underground Utility District 18 Olive Ave. - Rosalia Drive to City Limits		29,700				1,095,300		1,125,000
	Convert overhead utilities to underground. Underground Utility; Utility Reimbursement								
12-014	Atherton/US 101 Overcrossing Bridge Deck Resurfacing		330,819						330,819
	Install new polyester wearing surface. Measure B								
12-017	Hamilton Levee Seepage Collection, Phase II		50,000						50,000
	Collect Seepage related to Hamilton Wetlands Project. Partially funded. Hamilton CFD								
12-018	Bel Marin Keys Pedestrian/Bicycle Path Rehabilitation		127,000						127,000
	Repave Bel Marin Keys Class 1 bike path. Grant								
13-001	Measure A Group 5 Pavement Rehabilitation		1,544,496						1,544,496
	Project scheduled for funding FY 12/13 Gas Tax; Measure A								
13-002	MTC Pavement Management System III		35,000	35,000	35,000	35,000			140,000
	Project scheduled for funding FY 12/13. Gas Tax								
13-003	De Long Ave and Ignacio Blvd Highway Interchange Resurfacing			96,000	771,464				867,464
	Project scheduled for funding FY 12/13. Grant; Gas Tax; Utility Reimbursement								
13-008	Safe Routes to School - Lynwood & Sinaloa		76,200	414,600					490,800
	Provide safety improvements around two schools Grant; Gas Tax								
13-009	Olive Avenue Bike Lane		10,000	769,400					779,400
	Provide Class 2 bike lanes on Olive between Sanrose and city limits. Grant; Gas Tax								
14-001	Measure A Group 6 Pavement Rehabilitation			949,060					949,060
	Project scheduled for funding FY 13/14. Measure A; Gas Tax								
14-007	Retaining Wall Assessment			50,000					50,000
	Assess retaining walls throughout the city. Gas Tax								
15-001	Measure A Group 7 Pavement Rehabilitation				953,473				953,473
	Project scheduled for funding FY 14/15. Measure A; Gas Tax								
16-001	Measure A Group 8 Pavement Rehabilitation					957,926			957,926
	Project scheduled for funding FY 15/16. Measure A; Gas Tax								
16-002	South Novato Blvd.- Diablo to US 101 Preventive Maintenance					136,164			136,164
	Resurface and restripe. Measure A; Gas Tax								
17-001	Measure A Group 9 Pavement Rehabilitation						962,715		962,715
	Project scheduled for funding FY 16/17. Measure A; Gas Tax								
18-001	Measure A Group 10 Pavement Rehabilitation							967,529	967,529
	Project scheduled for funding FY 17/18. Measure A; Gas Tax								
TOTAL FUNDING ALL PROJECTS			23,725,909	4,820,610	3,748,544	4,737,750	13,844,980	987,529	51,798,897

**Capital Improvement Program
Definition of Sub-objects Used in Project Budgets**

Sub-Object Number	Sub-Object Name	Definition
410	Project	Project Development includes all costs (except acquisition and equipment/furnishings) up to and including contract award. Community input, environmental review, and design are typical costs. Staff work, up to the month of contract award, is charged to the 410 sub-object.
420	Acquisition	Acquisition includes direct costs for acquiring real property needed for the project. Appraisals, negotiating costs, title reports, and escrow fees are also charged to the 420 sub-object.
430	Construction	Construction includes direct costs for contracts which result in a completed project. Utility hookups and utility relocation costs are also charged to the 430 sub-object.
440	Construction Management	Construction Management includes all costs (except construction and equipment/furnishings) after the construction contract has been awarded. Construction staking, testing, and inspection are typical costs. Staff work after and including the month of contract award is charged to the 440 sub-object.
450	Equipment/ Furnishings	Equipment/Furnishings include the direct costs for purchasing materials or manufactured products for the capital improvement project.

**Municipal Facilities
Alphabetical Project Summary Index**

Project Name	Project No.	Page
Accessibility Enhancements Municipal Facilities	12-010	323
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Corporation Yard Phase 2 Planning	14-003	326
Custodial Staff Relocation	13-005	327
Downtown Depot Parking Lot Phase 1	14-002	328
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Facilities Deferred Maintenance	14-004	330
Police Dispatch Area Renovation	14-005	331

Accessibility Enhancements Municipal Facilities

Project No.: 12-010

Base Code: 448

Funded

Project Objective: To improve accessibility on municipal facilities for people with disabilities.

Project Description and Background: 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.

Basis for Cost Estimate: \$10,000 in new funding is proposed for fiscal year 2013/14.

Basis for Schedule: This is an annual allocation project. Project components are constructed by informal contracts, combined with larger projects or as Maintenance Division day labor projects.

Revenue Considerations: The Long Term Maintenance fund is the source for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	272	1,183					1,455
Construction	430	0	18,545					18,545
Construction Mgt	440	0						0
TOTAL		272	19,728	0	0	0	0	20,000

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Long Term Maintenance (323)	410	455	1,000					1,455
Long Term Maintenance (323)	430	9,545	9,000					18,545
TOTAL		10,000	10,000	0	0	0	0	20,000
CARRYOVER		9,728						



City Offices

Project No.: 11-005

Base Code: 448

Funded

Project Objective: This project is to construct an office building on city-owned property to house city staff from the following departments: Central Administration, Community Development, Parks, Recreation & Community Services, and Public Works (Engineering Division).

Project Description and Background: City offices, with the exception of the Police Department and the Maintenance Division of Public Works, were located in several small buildings at the Civic Center Complex. In 2004, the Civic Center structures were deemed unfit for occupation and City offices were temporarily relocated to leased office space at 75 Rowland Way. This project is constructing a new office building in the downtown area and eliminate ongoing lease costs.

Basis for Cost Estimate: Costs are based on an estimate of staff time and construction contract.

Basis for Schedule: To be completed by September 30, 2013.

Revenue Considerations: The General Fund (portion of loans repaid by RDA) is the funding source for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	1,612,903						1,612,903
Construction	430	8,218,518	3,026,291					11,244,809
Construction Mgt	440	900,227	440,199					1,340,426
Equip/Furnish	450	0	89,362					89,362
TOTAL		10,731,648	3,555,852	0	0	0	0	14,287,500

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
General Fund (101)	410	1,612,903						1,612,903
General Fund (101)	430	11,084,171						11,084,171
General Fund (101)	440	1,340,426						1,340,426
General Fund (101)	450	250,000						250,000
TOTAL		14,287,500	0	0	0	0	0	14,287,500
CARRYOVER		3,555,852						

Civic Center Master Planning

Project No.: 11-006

Base Code: 448

Funded

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

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 Department building). In 2004, the Civic Center structures were deemed unfit for occupation, and in January 2005 city staff was relocated temporarily to leased space in an office building at 75 Rowland Way. In 2010 the historic church building at 901 Sherman Avenue on the Civic Center site was renovated into Council Chambers and a community meeting facility with an adjacent civic green. Two adjacent bungalows were demolished. 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 Department building and the renovated Council Chamber, the rest of the structures remain unfit for occupation. The master plan will determine possible uses for the Civic Center area.

Basis for Cost Estimate: Costs are based on an estimate of staff time for the master plan.

Basis for Schedule: To be completed in conjunction with the City Offices project.

Revenue Considerations: The Civic Center Fund and Development Impact Fees-Civic are the funding sources for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0	50,000					50,000
TOTAL		0	50,000	0	0	0	0	50,000

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Civic Center (319)	410	37,800						37,800
DIF Civic (327)	410	12,200						12,200
TOTAL		50,000	0	0	0	0	0	50,000
CARRYOVER		50,000						

Corporation Yard Phase 2 Planning

Project No.: 14-003

Base Code: 448

Funded

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

Project Description and Background: The Corp Yard site has been previously master-planned, and improvements have been partially implemented over time. With the new NPDES regulations, staff needs to re-evaluate the site and operation for conformance and start planning for improvements. The implementation plan will outline specific mitigations and prioritize recommendations with construction to follow the implementation plan.

Basis for Cost Estimate: Staff estimates based on size of site and engineer's estimate for the cost of improvements.

Basis for Schedule: The first phase of this project should be completed in FY 13/14.

Revenue Considerations: The Clean Stormwater fund will provide the funding for the planning phase of the project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0	30,000					30,000
Construction	430		35,000					35,000
Construction Mgt	440	0	5,000					5,000
TOTAL		0	70,000	0	0	0	0	70,000

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Clean Storm Water (321)	410	0	30,000					30,000
Clean Storm Water (321)	430		35,000					35,000
Clean Storm Water (321)	440	0	5,000					5,000
TOTAL		0	70,000	0	0	0	0	70,000
CARRYOVER		0						

Custodial Staff Relocation

Project No.: 13-005

Base Code: 448

Funded

Project Objective: Relocate custodial staff to the city corporation yard.

Project Description and Background: The custodial staff is currently housed at 917 Sherman, which was intended to be a temporary location. The relocation of the custodial staff to the city corporation yard will consolidate all of the public works maintenance team in one location. A one or two-story building of approximately 1,000 to 2,000 square feet will be installed at the corporation yard to provide space for the custodians and their supplies.

Basis for Cost Estimate: Costs are based on engineer's estimates for the purchase of a building, the connection of the building to utilities, and the buildout of the interior.

Basis for Schedule: The project is scheduled to be completed during the 2013/14 fiscal year.

Revenue Considerations: The Long Term Maintenance fund is the main source of funding for this project, supplemented by Development Impact Fees-Civic.

Project Expenditure	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop (410)	410	35,000	0					35,000
Construction (430)	430	0	145,000					145,000
Construction Mgt (440)	440	0	20,000					20,000
TOTAL		35,000	165,000	0	0	0	0	200,000

Funding Source	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Long Term Maintenance (323)	410	10,000	25,000					35,000
Long Term Maintenance (323)	430	55,600	40,600					96,200
Long Term Maintenance (323)	440	10,000	10,000					20,000
DIF Civic (327)	430	24,400	24,400					48,800
TOTAL		100,000	100,000	0	0	0	0	200,000
CARRYOVER		65,000						

Downtown Depot Parking Lot Phase 1

Project No.: 14-002

448

Funded

Project Objective: To plan and construct basic improvements to the former SMART train depot site.

Project Description and Background: In 2013 the City negotiated a land swap with SMART that included the City obtaining the former downtown train depot at the corner of Grant Avenue and Railroad Avenue. SMART retains an easement on a portion of the site adjacent to the tracks to construct a multi-use path across the western boundary of the parcel. Phase 1 of the Downtown Depot Parking Lot project includes planning, public outreach and engineering functions to identify constraints and explore improvements for the site, as well as construction of primary improvements such as fencing, drainage facilities, underground electrical services, up to and including finish improvements and paving.

Basis for Cost Estimate: Staff estimates based on size of site and engineer's estimate for the cost of improvements.

Basis for Schedule: The first phase of this project should be completed in FY 13/14.

Revenue Considerations: The Development Impact Fee (DIF) - Civic Facilities fund will provide partial funding along with a required match from the Parking Improvement Fund.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0	27,000					27,000
Construction	430		73,000					73,000
Construction Mgt	440	0	10,000					10,000
TOTAL		0	110,000	0	0	0	0	110,000

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
DIF Civic (327)	410	0	27,000					27,000
Parking Imprvmnt (323)	430		73,000					73,000
Parking Imprvmnt (323)	440	0	10,000					10,000
TOTAL		0	110,000	0	0	0	0	110,000
CARRYOVER		0						

Electrical Vehicle Charging Stations

Project No.: 12-012

Base Code: 448

Funded

Project Objective: To provide electric vehicle charging stations for the public.

Project Description and Background: To install electric vehicle charging stations at various locations within the City. Locations will be the Zenk lot, in front of the civic green on Sherman, at the gymnastics/teen center, and at the Hamilton Community Center.

Basis for Cost Estimate: Cost estimates are based upon initial projections provided by a grant application from Association of Bay Area Governments (ABAG) to the California Energy Commission (CEC).

Basis for Schedule: The schedule is contingent upon coordination with the Transportation Authority of Marin (TAM) and ABAG. Installation was completed during FY 12/13. Project closeout will occur during the first half of FY 13/14.

Revenue Considerations: The Equipment/Vehicle Replacement fund is the source for this project. The majority of funding for this project will be provided by a grant from the CEC administered by ABAG and a Transportation Fund for Clean Air grant administered by TAM.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0	2,500					2,500
Construction	430	66,481	12,444					78,925
TOTAL		66,481	14,944	0	0	0	0	81,425

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Equip/Vehicle Repl (605)	410	2,500						2,500
Equip/Vehicle Repl (605)	430	39,093	(26,593)					12,500
Grant TFCA	430	24,888						24,888
Grant CEC	430		41,537					41,537
TOTAL		66,481	14,944	0	0	0	0	81,425
CARRYOVER		0						

Facilities Deferred Maintenance

Project No.: 14-004

Base Code: 448

Funded

Project Objective: To perform repairs on several municipal buildings.

Project Description and Background: In early 2013, a consultant reviewed all of Novato's active use municipal buildings. The consultant prepared a study identifying current deferred maintenance at various city-owned buildings. The project will address some of the recommended deferred maintenance list with the exception of the Hamilton Gym and Bowling Alley. Some of the facilities identified for repairs include the Margaret Todd Senior Center (roof repairs), the Corporation Yard (repairs to vehicle maintenance and storage buildings), and the Hamilton Pool Pump Station (minor building and roof repairs).

Basis for Cost Estimate: Estimates provided by the facilities consultant.

Basis for Schedule: This project should be completed in FY 13/14.

Revenue Considerations: Long Term Maintenance Fund is the funding source for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0	15,000					15,000
Construction	430		75,000					75,000
Construction Mgt	440	0	10,000					10,000
TOTAL		0	100,000	0	0	0	0	100,000

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Long Term Maint (323)	410	0	15,000					15,000
Long Term Maint (323)	430		75,000					75,000
Long Term Maint (323)	440	0	10,000					10,000
TOTAL		0	100,000	0	0	0	0	100,000
CARRYOVER		0						

Police Dispatch Area Renovation

Project No.: 14-005

429

Funded

Project Objective: Renovate the Police Department dispatch center workstations to provide better work flow efficiency and improve ergonomics for a critical 24/7 operation.

Project Description and Background: This project will provide new ergonomic technology and assist with meeting equipment challenges associated with "Next Generation 9-1-1" infrastructure. This project will coincide with the replacement of the 911 phone equipment and it includes "wiring solutions" for all the equipment. From a financial and operational perspective, it makes the most sense to replace the entire system at the same time. The current dispatch workstations were installed in 2002. The current workstations have motors which allow the work surface to be raised and lowered. In December 2010, one table failed due to a motor malfunction, and the motors were replaced. The vendor indicated new technology was available and repair parts for the current workstations may become unavailable.

Basis for Cost Estimate: Three vendors were asked to provide quotes to replace current furniture.

Basis for Schedule: Project should be completed by end of the 2013/14 fiscal year.

Revenue Considerations: Long Term Maintenance is the funding source for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0	5,000					5,000
Construction Mgt	440		5,000					5,000
Equip/Furnish	450	0	40,000					40,000
TOTAL		0	50,000	0	0	0	0	50,000

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Long Term Maint (323)	410	0	5,000					5,000
Long Term Maint (323)	440		5,000					5,000
Long Term Maint (323)	450	0	40,000					40,000
TOTAL		0	50,000	0	0	0	0	50,000
CARRYOVER		0						



**Parks, Recreation & Community Facilities
Alphabetical Project Summary Index**

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Accessibility Enhancements Community Facilities

Project No.: 12-011

Base Code: 456

Funded

Project Objective: To improve accessibility on community facilities for people with disabilities.

Project Description and Background: This project will implement specific projects identified in the updated City's 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.

Basis for Cost Estimate: Project costs are contingent upon the size and nature of the project.

Basis for Schedule: This is an annual allocation project. Project components are constructed by informal contracts, combined with larger projects or as Maintenance Division day labor projects.

Revenue Considerations: Long Term Maintenance is the funding source for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	950	3,602					4,552
Construction	430	0	30,448					30,448
TOTAL		950	34,050	0	0	0	0	35,000

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Long Term Maintenance (323)	410	1,952	2,600					4,552
Long Term Maintenance (323)	430	13,048	17,400					30,448
TOTAL		15,000	20,000	0	0	0	0	35,000
CARRYOVER		14,050						

Community Facilities Signage

Project No.: 12-013

Base Code: 456

Funded

Project Objective: To provide signage at Community Facilities.

Project Description and Background: This project would provide a name sign for the Hamilton Fire House and three park regulation signs for City parks.

Basis for Cost Estimate: Estimates from sign shops.

Basis for Schedule: To be completed this fiscal year.

Revenue Considerations: Community Facilities Maintenance is the funding source for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0						0
Construction	430							0
Construction Mgt	440	4,678	5,322					10,000
TOTAL		0	0	0	0	0	0	0

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Com Fac Maint (330)	410	910						910
Com Fac Maint (330)	430	9,090						9,090
Com Fac Maint (330)	440	0						0
TOTAL		10,000	0	0	0	0	0	10,000
CARRYOVER		10,000						

Hill Recreation Area Site Planning

Project No.: 01-005

Base Code: 452

Funded

Project Objective: Perform a parking and site study for Hill Recreation Area. The study will evaluate whether fields meet current size and grading standards, improve playability of fields, reduce maintenance costs, beautify the park, and better meet the youth athletic field needs in Novato.

Project Description and Background: The new parking and site study will analyze site options to improve field and facility conditions and layout, and address the existing parking problems at the site. A future phase to complete the design and construction of the recommended improvements is anticipated.

Basis for Cost Estimate: A detailed estimate has not been prepared for any future construction pending the completion of the parking and site study. Current project costs are for design and planning services to develop conceptual designs for the site.

Basis for Schedule: Estimated time to complete parking and site study is 9-12 months. Future phases could include planning and design, 12-15 months; and construction of new improvements, approximately 9-12 months. No funding has been identified for these future phases.

Revenue Considerations: Quimby is the identified funding source for this project.

Project Expenditure	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	18,682	64,734					83,416
TOTAL		18,682	64,734	0	0	0	0	83,416
Funding Source	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Quimby (231)	410	83,416						83,416
TOTAL		83,416	0	0	0	0	0	83,416
CARRYOVER		64,734						

Old Hamilton Gym Determination and Scoping

Project No.: 14-008

Base Code: 456

Funded

Project Objective: Evaluate and potentially implement repairs needed at the Hamilton Gym.

Project Description and Background: The Hamilton Gym and Bowling Alley is a structure that was built in 1942 with several renovations over the years. When the City inherited the building as part of the base transfer, it was known that it would require renovations to stay in service as a recreational facility. Given the renovations required, staff has closed the bowling alley section of the building and only the gym itself is now open to the public. Staff originally targeted the renovation through a state grant, however, this grant covered only a small portion of the project cost and it was determined that the City would be better served by co-funding the new Hamilton Gym built by the School District. Now that the new gymnasium is open at Hamilton School, the City needs to determine whether to perform some required renovations at the original Hamilton Gym and bowling alley or close this facility permanently. The cost study will identify several options for how to proceed with renovations and associated costs.

Basis for Cost Estimate: Estimate based on similar projects and quotes from contractors.

Basis for Schedule: Not known at this time - will depend upon study.

Revenue Considerations: Quimby is the funding source for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0	65,000					65,000
Construction	430	0						0
Construction Mgt	440	0						0
TOTAL		0	65,000	0	0	0	0	65,000

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Quimby (231)	410	0	65,000					65,000
Quimby (231)	430	0						0
Quimby (231)	440	0						0
TOTAL		0	65,000	0	0	0	0	65,000
CARRYOVER		0						

Parks, Recreation and Community Facilities Minor Project Funding

Project No: 11-018

Base Code: 452

Funded

Project Objective: Construct small neighborhood capital projects in parks which are not district-wide serving facilities. Projects address safety, Americans with Disability Act accessibility compliance needs, playground safety standards, and/or needed beautification.

Project Description and Background: Projects addressing safety concerns will be given highest priority. Neighborhood contributions to project funding and/or donated labor, will be given a higher ranking for funding than neighborhood projects without active community involvement.

Basis for Cost Estimate: Will be calculated on a per-project basis as projects arise.

Basis for Schedule: Project schedules will be determined depending on the scope and type of project.

Revenue Considerations: The types of projects that can be done will depend on the availability of funding and any restrictions on the use of the funds. Some projects may be better handled through the General Fund Maintenance Operating Budget and not through the Capital Improvement Program.

Operation and Maintenance: Will be evaluated on a per-project basis.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0	19,782					19,782
Construction	430	0	76,609					76,609
Construction Mgt	440		5,000					5,000
Equip/Furnish	450	0	27,416					27,416
TOTAL		0	128,807	0	0	0	0	128,807

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Com Fac Maint (330)	410	9,782						9,782
Com Fac Maint (330)	430	26,609						26,609
Com Fac Maint (330)	450	27,416						27,416
Long Term Maint (323)	410		10,000					10,000
Long Term Maint (323)	430		35,000					35,000
Long Term Maint (323)	440		5,000					5,000
Quimby	430		15,000					15,000
TOTAL		63,807	65,000	0	0	0	0	128,807
CARRYOVER		63,807						

Pioneer Park Tennis Courts Resurfacing

Project No.: 14-006

Base Code: 452

Funded

Project Objective: Reconstruct Pioneer Park Tennis Courts.

Project Description and Background: The four tennis courts at Pioneer Park were constructed in 1969 and are now over 40 years old. The most recent repair was done in 2003 and it was known at the time that this would provide a 7 to 10 year temporary fix. Given the age of the courts and the extent of the cracking and overall deterioration, short to medium term repairs are no longer feasible and the courts need to be replaced. This project will construct new tennis courts of post-tension concrete or a similar construction technique in order to provide a long-term permanent tennis facility at Pioneer Park.

Basis for Cost Estimate: Rough estimate based on similar projects and quotes from contractors.

Basis for Schedule: To be completed by end of summer 2014.

Revenue Considerations: Community Facilities Maintenance.

Project Expenditure	Sub Objects	Prior to						Total
		13/14	13/14	14/15	15/16	16/17	17/18	
Proj Develop	410	0	50,000					50,000
Construction	430	0	375,000					375,000
Construction Mgt	440	0	25,000					25,000
TOTAL		0	450,000	0	0	0	0	450,000

Funding Source	Sub Objects	Prior to						Total
		13/14	13/14	14/15	15/16	16/17	17/18	
Comm Fac Maint (330)	410	0	50,000					50,000
Comm Fac Maint (330)	430	0	275,000					275,000
Comm Fac Maint (330)	440		25,000					25,000
Quimby (231)	430	0	100,000					100,000
TOTAL		0	450,000	0	0	0	0	450,000
CARRYOVER		0						

Public Art Projects Funding

Project No. 11-019

Base Code: 452

Funded

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.

Project Description and Background: The Recreation, Cultural and Community Services Commission will consider potential public art sites and identify desired projects. Locations for public art do not need to be located within City-owned park or recreation facilities.

Basis for Cost Estimate: Cost estimates are determined on a project-by-project basis.

Basis for Schedule: Schedule is determined on a project-by-project basis. Art program has been placed on indefinite hiatus as City continues with staff reductions and organization restructuring.

Revenue Considerations: Funding collected from the Art In-Lieu program is recommended for public art projects.

Operation and Maintenance: Any potential impacts to ongoing operation and maintenance costs are unknown until the artwork(s) selection and installation is complete.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0	10,000					10,000
Construction Mgt	440	0	15,676					15,676
Equip/Furnish	450	0	38,940					38,940
TOTAL		0	64,616	0	0	0	0	64,616

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Art Fund (235)	410	10,000						10,000
Art Fund (235)	440	15,676						15,676
Art Fund (235)	450	38,940						38,940
TOTAL		64,616	0	0	0	0	0	64,616
CARRYOVER		64,616						

Synthetic Turf Fields - Research & Project Initiation

Project No.: 14-009

Base Code: 452

Funded

Project Objective: Identify locations and feasibility for construction of synthetic turf fields.

Project Description and Background: In the Fall of 2012, staff revised information gathered in 2008 when a preliminary evaluation of two sites (Hill Recreation Area and IVC ball fields) assessed the potential conversion of natural grass to synthetic turf. Council considered the information and directed staff to continue the research and include additional sites that might have potential for conversion to synthetic turf. The initial research phase will identify potential additional sites, establish criteria for analyzing the financial benefits, analyze the financial and operational aspects of synthetic turf, and provide both expense and revenue projections. Cost estimates will include the purchase, installation, and maintenance of synthetic turf fields, as well as the cost and benefits of potential amenities, lighting, and parking needs.

Basis for Cost Estimate: Funds for project initiation - future funding for construction will depend on the location and nature of the project.

Basis for Schedule: Initial research to be completed in FY 13/14.

Revenue Considerations: Measure F.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0	10,000					10,000
Construction	430	0						0
Construction Mgt	440	0						0
TOTAL		0	10,000	0	0	0	0	10,000

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Measure F (201)	410	0	10,000					10,000
Measure F (201)	430	0						0
Measure F (201)	440	0						0
TOTAL		0	10,000	0	0	0	0	10,000
CARRYOVER		0						



**Technology and Organizational Investments
Alphabetical Project Summary Index**

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Additional Deficit Reduction Initiatives

Project No.: 11-014

Base Code: 419

Funded

Project Objective: To determine strategies for deficit reduction.

Project Description and Background: Develop a facility, parks and infrastructure master plan. Conduct development impact fee and master fee studies. Investigate a Parks, Recreation and Community Facilities corporate sponsorship program. Perform a custodial staffing models analysis. Hire a polling/revenue consultant. Develop a park and median island transition plan to accommodate reduced staffing levels.

Basis for Cost Estimate: Costs are based on an estimate of staff time and consultants for the initiatives.

Basis for Schedule: To be completed by June 30, 2014.

Revenue Considerations: The General Fund, Equipment Replacement Fund (excess funds and from selling surplus vehicles), and the Insurance Reserve Fund are funding this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	252,547	229,453					482,000
TOTAL		252,547	229,453	0	0	0	0	482,000
Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
General Fund (101)	410	382,000						382,000
Equip/Vehicle Repl (605)	410	80,000						80,000
Insurance Reserves (298)	410	20,000						20,000
TOTAL		482,000	0	0	0	0	0	482,000
CARRYOVER		229,453						

Streamlining and Service Improvements

Project No.: 11-013

Base Code: 419

Funded

Project Objective: To streamline internal processes and to enhance customer service.

Project Description and Background: Process re-engineering and mapping initiative to streamline internal processes (purchasing, contracts, workers' compensation, payroll, agenda, etc.). Interest based decision making for employees. Develop customer service standards and provide training. Perform human resources classification study in selected areas.

Basis for Cost Estimate: Costs are based on an estimate of staff time and consultants to perform work on the project.

Basis for Schedule: To be completed by June 30, 2014.

Revenue Considerations: The General Fund and the Insurance Reserve Fund are funding this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	58,716	156,284					215,000
TOTAL		58,716	156,284	0	0	0	0	215,000

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
General Fund (101)	410	100,000						100,000
Insurance Reserves (298)	410	115,000						115,000
TOTAL		215,000	0	0	0	0	0	215,000
CARRYOVER		156,284						

Technology Planning and Efficiencies

Project No.: 11-012

Base Code: 419

Funded

Project Objective: To increase efficiencies by incorporating more technology into the work place and provide training on the new technologies.

Project Description and Background: Evaluate and develop a strategic plan for Information Technology and Graphical Interface System (GIS). Invest in and implement an information technology fiber infrastructure. Provide software training for employees (Microsoft and others). Implement SharePoint Portal for intranet. Create a Human Resources information management system. Invest in and implement Internet-based application tracking software to allow on-line applications for open positions. Revamp the performance evaluation system including training of management and supervisors. Provide vehicle maintenance software. Implement Phase One of records management through new retention schedules and staff training.

Basis for Cost Estimate: Costs are based on an estimate of staff time, consultants, software costs and infrastructure costs.

Basis for Schedule: To be completed by June 30, 2014.

Revenue Considerations: Development Impact Fees-General Government Systems, the General Fund, Insurance Reserve and Emergency Reserve funds are funding this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	112,845	347,155					460,000
Equip/Furnish	450	3,901	96,099					100,000
TOTAL		116,746	443,254	0	0	0	0	560,000

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
DIF GenGov't (327)	410	136,640						136,640
DIF GenGov't (327)	450	58,560						58,560
General Fund (101)	410	62,160						62,160
General Fund (101)	450	41,440						41,440
Insurance Reserves (298)	410	60,000						60,000
Emergency Reserve (299)	410	201,200						201,200
TOTAL		560,000	0	0	0	0	0	560,000
CARRYOVER		443,254						



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Atherton/US 101 Overcrossing Bridge Deck Resurfacing

Project No.: 12-014

Base Code: 431

Funded

Project Objective: To provide a new surface for the Atherton US 101 overcrossing.

Project Description and Background: The overcrossing was built along with U.S. Highway 101 in the mid-1970s. The bridge deck has not been resurfaced since initial construction. Caltrans performs biannual bridge inspections on all major bridges in California. The 2009 bridge report indicated that a new surface was needed to protect rebar that was beginning to become exposed. The bridge report recommended that a new polyester surfacing be applied. The City entered into an agreement with Caltrans at the time of the freeway bypass that specifies resurfacing as one of the City's maintenance responsibilities.

Basis for Cost Estimate: Costs are based off the Caltrans bridge report.

Basis for Schedule: Caltrans has requested that the project be completed this fiscal year.

Revenue Considerations: Measure B.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	32,270						32,270
Acquisition	420	0						0
Construction	430	285,000						285,000
Construction Mgt	440	13,549						13,549
Equip/Furnish	450	0						0
TOTAL		330,819	0	0	0	0	0	330,819

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Bond B (307)	410	29,076						29,076
Bond B (307)	430	286,236						286,236
Bond B (307)	440	15,507						15,507
TOTAL		330,819	0	0	0	0	0	330,819
CARRYOVER		0						

Bel Marin Keys Pedestrian/Bicycle Path Rehabilitation

Project No.: 12-018

Base Code: 431

Funded

Project Objective: Repave existing Bel Marin Keys Class 1 bicycle path between Hamilton Drive/Frosty Lane and Highway 37.

Project Description and Background: The Class 1 bicycle path south of Highway 37 and immediately east of Highway 101 is an important part of the City's bicycle network. The path currently is in poor condition and it requires rehabilitation to serve as an adequate pathway. This project will repave the path and, contingent upon adequate funding, provide lighting along the path.

Basis for Cost Estimate: Project development costs were based on an estimate to advertise and award a construction contract. Construction costs are based on an engineer's estimate. Construction management costs are an estimate of staff time and quality control testing.

Basis for Schedule: The project is scheduled for completion in FY 203/14.

Revenue Considerations: The funding source for this project is a Transportation Development Act grant award.

Project Expenditure	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop (410)	410	6,000	9,240					15,240
Construction (430)	430	0	101,600					101,600
Construction Mgt (440)	440	0	10,160					10,160
TOTAL		6,000	121,000	0	0	0	0	127,000

Funding Source	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
TDA Grant (284)	410	15,240						15,240
TDA Grant (284)	430	101,600						101,600
TDA Grant (284)	440	10,160						10,160
TOTAL		127,000	0	0	0	0	0	127,000
CARRYOVER		121,000						

De Long Avenue and Ignacio Boulevard Highway Interchange Resurfacing

Project No.: 13-003

Base Code: 431

Funded

Project Objective: To re-establish the conforms between the bridge decks and the surrounding asphalt concrete pavement.

Project Description and Background: Bridge decks and the surrounding pavement settle at different rates creating uneven conforms. City maintenance crews mitigate this settlement by providing asphalt ramps which have to be redone periodically as more settlement occurs. After a period of time, the ramps can no longer provide an adequate mitigation for the uneven conforms. This project will re-establish the conforms and provide pavement resurfacing of the approaches at both the De Long Avenue and Ignacio Boulevard highway interchanges. The Ignacio Boulevard portion will extend to the Alameda Del Prado intersection and will coincide with a recently completed County of Marin project. The Enfrente Drive approach to Ignacio is also included in the project.

Basis for Cost Estimate: Costs are based on the City's Pavement Management System treatment costs per square yard, and the areas for those sections of City streets.

Basis for Schedule: The project is scheduled for Fiscal Year 2014/15, the anticipated timing of federal funding.

Revenue Considerations: A Local Streets and Roads Shortfall federal grant of \$687,000 will be the main funding source. Gas tax and utility reimbursement make up the rest of the funding. The availability of \$687,000 in federal grant funding may be jeopardized by changes in the rules for the One Bay Area grant. If the federal grant is not awarded, alternate funding will need to be identified.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0	96,000					96,000
Construction	430	0		707,464				707,464
Construction Mgt	440	0		64,000				64,000
TOTAL		0	96,000	771,464	0	0	0	867,464

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Gas Tax (272)	410	0	95,325					95,325
Gas Tax (272)	430	0		77,376				77,376
Grant LSR (284)	430	0		623,338				623,338
Grant LSR (284)	440	0		63,662				63,662
Utility Reimbursement	410	0	675					675
Utility Reimbursement	430	0		6,750				6,750
Utility Reimbursement	440	0		338				338
TOTAL		0	96,000	771,464		0	0	867,464
CARRYOVER		0						

Grant Avenue Bridge Rehabilitation

Project No.: 09-003

Base Code: 431

Funded

Project Objective: To rehabilitate the existing vehicle bridge by providing separate bicycle and pedestrian facilities and replacing substandard railings.

Project Description and Background: The existing bridge on Grant Avenue over Novato Creek near the intersection with Virginia Avenue, was built in 1932, and by today's standards is not wide enough to carry both vehicle and bicycle traffic. 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 is planned to widen the vehicle bridge to provide bicycle facilities and new bridge railings. The existing pedestrian bridge may be able to be used in its current location, or will need to be relocated, or removed and discarded.

Basis for Cost Estimate: Project development costs are an estimate to complete the design and advertise for bids. Construction costs are based on an estimate prepared by the structural engineer hired to analyze the existing bridge and provide alternatives for construction - the most costly estimate is shown. Construction management costs are based on the federal funding guidelines.

Basis for Schedule: Project development began late in FY 07/08 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 received federal authorization in October 2010. The environmental process began in the summer of 2011. Once the environmental process is complete a construction schedule will be developed.

Revenue Considerations: Highway Bridge Replacement and Rehabilitation federal grant and Development Impact Fees Transit/Bicycle are the funding sources for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	115,082	140,119					255,201
Construction	430	0		1,429,556				1,429,556
Construction Mgt	440	0		171,547				171,547
TOTAL		115,082	140,119	1,601,103	0	0	0	1,856,304

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Dev. Imp-Tran/Bike (327)	410	109,958						109,958
Dev. Imp-Tran/Bike (327)	430	0		163,970				163,970
Dev. Imp-Tran/Bike (327)	440	0		19,677				19,677
Grant HBRR (284)	410	145,243						145,243
Grant HBRR (284)	430	0		1,265,586				1,265,586
Grant HBRR (284)	440	0		151,870				151,870
TOTAL		255,201	0	1,601,103	0	0	0	1,856,304
CARRYOVER		140,119						

Hamilton Levee Seepage Collection Phase II

Project No.: 12-017

Base Code: 431

Partially Funded

Project Objective: To collect seepage relative to the Hamilton Wetlands Restoration Project.

Project Description and Background: This CIP project is the next phase of project 09-014 Hamilton Levee Seepage Collection. The Hamilton Levee provides protection from tidal water to the developments along Hanger Avenue at the most easterly part of Hamilton nearest San Pablo Bay. The Levee is situated along the westerly side of the old air force base runways which are being converted to wetlands by the Corps of Engineers. The conversion to wetlands entails depositing fill material on the runways from the Port of Oakland dredging project. The fill material is saturated with water, allowing it to flow into containment cells that were created east of the levee by the Corps of Engineers. Once the saturated fill material has been placed in the containment cells, the water drains out and is expected to flow out towards the bay. During the filling of the containment cell towards the southerly end, some of the water that was expected to flow towards the bay was found to be seeping through underground conduits that were not sufficiently plugged during construction of the levee. This project will collect that seepage and discharge it into a drainage system that will take the water to the storm drain pump station.

Basis for Cost Estimate: Initial funding is seed funding only for the next phase of the project. A preliminary engineer's estimates that the entire project will cost \$765,000. However, costs may change as further project development analysis is conducted.

Basis for Schedule: The initial phase of the seepage collection was completed in fiscal year 2010/11. The first construction phase was the installation of a 400 foot toe drain. A construction schedule for this second phase of the project will not be developed until funding is determined. At this time, it is anticipated the project will be constructed in 2014/15.

Revenue Considerations: The Hamilton CFD fund is the initial funding source for this project. However, for the project to proceed, additional funding sources will need to be identified.

Project Expenditure	Sub Objects	Prior to						Total
		13/14	13/14	14/15	15/16	16/17	17/18	
Proj Develop	410	1,200		90,600				91,800
Construction	430	7,850		604,150				612,000
Construction Mgt	440	6,357		54,843				61,200
TOTAL		15,407	0	749,593	0	0	0	765,000

Funding Source	Sub Objects	Prior to						Total
		13/14	13/14	14/15	15/16	16/17	17/18	
Hamilton CFD (241)	410							0
Hamilton CFD (241)	430	50,000						50,000
Hamilton CFD (241)	440							0
Hamilton CFD (241)	430							0
TOTAL		50,000	0	0	0	0	0	50,000
CARRYOVER		34,593						

Hamilton Wetlands Access Road

Project No.: 07-009

Base Code: 431

Partially Funded

Project Objective: To study the feasibility of constructing an alternate access road from Hamilton Parkway to the inactive runway area of the former air force base.

Project Description and Background: The existing access road from Hamilton Parkway to the inactive runways is adjacent to and parallels a new subdivision. The existing access road is used primarily by the Corps of Engineers and Coastal Conservatory for construction of the Wetlands Restoration project located at the runway areas of the former air force base. The access road is also used by City maintenance personnel and utility companies' maintenance personnel. The residents of the subdivision paralleling the access road have expressed their concerns over the noise and dust generated by the construction vehicles. The Corps of Engineers, Coastal Conservatory and the City, have agreed to analyze the feasibility of relocating the access road away from the subdivision. The City and County of Marin each contributed \$50,000 to the analysis, and the Coastal Conservatory agreed to provide the environmental review.

Basis for Cost Estimate: Costs are for feasibility studies only. The cost of the environmental review is being borne by the Coastal Conservatory. An initial engineer's estimate for construction costs is \$2,014,152.

Basis for Schedule: The feasibility study began in winter of 2006/2007. The environmental review conducted by the Coastal Conservatory was completed in the summer of 2008. Construction schedules will not be developed until sufficient funding is determined - construction is placed in 15/16 only as a placeholder in order to show projects costs.

Revenue Considerations: \$50,000 has been allocated from the General Fund, and \$50,000 was received from the County of Marin, which was deposited in Restricted Revenue and earned interest for use on this project. No funds have been identified for construction.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	34,119		69,685	309,869			413,673
Construction	430	0			1,549,347			1,549,347
Construction Mgt	440	0			154,935			154,935
TOTAL		34,119	0	69,685	2,014,151	0	0	2,117,955

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
General Fund (101)	410	50,000						50,000
Restricted Revenue (325)	410	53,804						53,804
TOTAL		103,804	0	0	0	0	0	103,804
CARRYOVER		69,685						

Measure A Group 5 Pavement Rehabilitation

Project No.: 13-001

Base Code: 431

Funded

Project Objective: To rehabilitate the pavement on non-Measure F and Measure B streets.

Project Description and Background: In November 2003, County voters approved the Measure A transportation sales tax. One component of the sales tax is local infrastructure. This project will rehabilitate pavement on City streets that are not part of the Major Roads category. The streets to be rehabilitated will be determined from non-Measure F and non-Measure B streets, and based on the City's Pavement Management System.

Basis for Cost Estimate: Costs are based on the estimated amount of Measure A Local Streets and Gas Tax that were available in FY 12/13. The City's portion of Measure A funds for local streets is estimated to be between \$372,000 and \$450,000 per fiscal year.

Basis for Schedule: The project is scheduled to complete construction in FY 2013/14.

Revenue Considerations: The voter approved Measure A transportation sales tax and Gas Tax are the funding sources for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	76,735						76,735
Construction	430	525,000	865,079					1,390,079
Construction Mgt	440	41,098	36,584					77,682
TOTAL		642,833	901,663	0	0	0	0	1,544,496

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Gas Tax (272)	410	116,523						116,523
Gas Tax (272)	430	716,011						716,011
Gas Tax (272)	440	49,163						49,163
Measure A (309)	430	356,488						356,488
Measure A (309)	440	28,519						28,519
Bond B (307)	430	277,792						277,792
TOTAL		1,544,496	0	0	0	0	0	1,544,496
CARRYOVER		901,663						



Measure A Group 6 Pavement Rehabilitation

Project No.: 14-001

Base Code: 431

Funded

Project Objective: To rehabilitate the pavement on non-Measure F and non-Measure B streets.

Project Description and Background: In November 2003, County voters approved the Measure A transportation sales tax. One component of the sales tax is local infrastructure. This project will rehabilitate pavement on City streets that are not part of the Major Roads category. The streets to be rehabilitated will be determined from non-Measure F and non-Measure B streets, and based on the City's Pavement Management System.

Basis for Cost Estimate: Costs are based on the estimated amount of Measure A Local Streets and Gas Tax funds that will be available in FY 13/14. The City's portion of Measure A funds for local streets is estimated to be approximately \$475,000 per fiscal year.

Basis for Schedule: The project is scheduled for FY 2013/14.

Revenue Considerations: The voter approved Measure A transportation sales tax, and Gas Tax are the funding sources for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0	86,955					86,955
Construction	430	0	798,245					798,245
Construction Mgt	440	0	63,860					63,860
TOTAL		0	949,060	0	0	0	0	949,060

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Gas Tax (272)	410	0	86,955					86,955
Gas Tax (272)	430	0	441,757					441,757
Gas Tax (272)	440	0	35,341					35,341
Measure A (309)	430	0	356,488					356,488
Measure A (309)	440	0	28,519					28,519
TOTAL		0	949,060		0	0	0	949,060
CARRYOVER		0						

Measure A Group 7 Pavement Rehabilitation

Project No.: 15-001

Base Code: 431

Funded

Project Objective: To rehabilitate the pavement on non-Measure F and Measure B streets.

Project Description and Background: In November, 2003 county voters approved the Measure A transportation sales tax. One component of the sales tax is local infrastructure. This project will rehabilitate pavement on city streets that are not part of the Major Roads category. The streets to be rehabilitated will be determined from non-Measure F and non-Measure B streets and based on the City's Pavement Management System.

Basis for Cost Estimate: Costs are based on the estimated amount of Measure A Local Streets and Gas Tax funds that will be available in FY 14/15. Novato's share of Measure A funds for local streets is estimated to be between \$372,000 and \$450,000 per fiscal year.

Basis for Schedule: The project is scheduled for FY 2014/15.

Revenue Considerations: The voter approved Measure A transportation sales tax and Gas Tax are the funding sources for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0		95,348				95,348
Acquisition	420	0						0
Construction	430	0		794,560				794,560
Construction Mgt	440	0		63,565				63,565
TOTAL		0	0	953,473	0	0	0	953,473

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Gas Tax (272)	410	0		95,348				95,348
Gas Tax (272)	430	0		438,072				438,072
Gas Tax (272)	440	0		35,046				35,046
Measure A (309)	430	0		356,488				356,488
Measure A (309)	440	0		28,519				28,519
TOTAL		0	0	953,473	0	0	0	953,473
CARRYOVER		0						



Measure A Group 8 Pavement Rehabilitation

Project No.: 16-001

Base Code: 431

Funded

Project Objective: To rehabilitate the pavement on non-Measure F and Measure B streets.

Project Description and Background: In November 2003, county voters approved the Measure A transportation sales tax. One component of the sales tax is local infrastructure. This project will rehabilitate pavement on city streets that are not part of the Major Roads category. The streets to be rehabilitated will be determined from non-Measure F and non-Measure B streets and based on the City's Pavement Management System.

Basis for Cost Estimate: Costs are based on the estimated amount of Measure A Local Streets and Gas Tax funds that will be available in FY 15/16. The City's portion of Measure A funds for local streets is estimated to be between \$372,000 and \$450,000 per fiscal year.

Basis for Schedule: The project is scheduled for FY 2015/16.

Revenue Considerations: The voter approved Measure A transportation sales tax and Gas Tax are the funding sources for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0			95,793			95,793
Acquisition	420	0						0
Construction	430	0			798,271			798,271
Construction Mgt	440	0			63,862			63,862
Equip/Furnish	450	0						0
TOTAL		0	0	0	957,926	0	0	957,926

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Gas Tax (272)	410	0			95,793			95,793
Gas Tax (272)	430	0			441,783			441,783
Gas Tax (272)	440	0			35,343			35,343
Measure A (309)	430	0			356,488			356,488
Measure A (309)	440	0			28,519			28,519
TOTAL		0	0	0	957,926	0	0	957,926
CARRYOVER		0						

Measure A Group 9 Pavement Rehabilitation

Project No.: 17-001

Base Code: 431

Funded

Project Objective: To rehabilitate the pavement on streets not previously rehabilitated with Measure F or Measure B funds.

Project Description and Background: In November of 2003 the County voters approved Measure A transportation sales tax. One component of the sales tax is local infrastructure. This project will rehabilitate pavement on City streets that are not part of the Major Roads category. The streets to be rehabilitated will be determined based on the City's Pavement Management System.

Basis for Cost Estimate: Costs are based on the estimated amount of Measure A Local Streets and Gas Tax funds that will be available in FY 16/17. The City's portion of Measure A funds for local streets is estimated to be between \$372,000 and \$450,000 per fiscal year.

Basis for Schedule: The project is scheduled for FY 2016/17.

Revenue Considerations: Measure A and Gas Tax are the funding sources for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0				96,138		96,138
Acquisition	420	0						0
Construction	430	0				802,715		802,715
Construction Mgt	440	0				63,862		63,862
Equip/Furnish	450	0						0
TOTAL		0	0	0	0	962,715	0	962,715

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Gas Tax (272)	410	0				96,138		96,138
Gas Tax (272)	430	0				443,000		443,000
Gas Tax (272)	440	0				35,343		35,343
Measure "A" (309)	430	0				359,715		359,715
Measure "A" (309)	440	0				28,519		28,519
TOTAL		0	0	0	0	962,715	0	962,715
CARRYOVER		0						



Measure A Group 10 Pavement Rehabilitation

Project No.: 18-001

Base Code: 431

Funded □

Project Objective: To rehabilitate the pavement on streets not previously rehabilitated with Measure F or Measure B funds.

Project Description and Background: In November of 2003 the County voters approved Measure A transportation sales tax. One component of the sales tax is local infrastructure. This project will rehabilitate pavement on City streets that are not part of the Major Roads category. The streets to be rehabilitated will be determined based on the City's Pavement Management System.

Basis for Cost Estimate: Costs are based on the estimated amount of Measure A Local Streets and Gas Tax funds that will be available in FY 17/18. The City's portion of Measure A funds for local streets is estimated to be between \$372,000 and \$450,000 per fiscal year.

Basis for Schedule: The project is scheduled for FY 2017/18.

Revenue Considerations: Measure A and Gas Tax are the funding sources for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0					97,000	97,000
Acquisition	420	0						0
Construction	430	0					804,000	804,000
Construction Mgt	440	0					66,529	66,529
Equip/Furnish	450	0						0
TOTAL		0	0	0	0	0	967,529	967,529

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Gas Tax (272)	410	0					97,000	97,000
Gas Tax (272)	430	0					444,000	444,000
Gas Tax (272)	440	0					38,010	38,010
Measure "A" (309)	430	0					360,000	360,000
Measure "A" (309)	440	0					28,519	28,519
TOTAL		0	0	0	0	0	967,529	967,529
CARRYOVER		0						

MTC Pavement Management System III

Project No.: 13-002

Base Code: 431

Funded

Project Objective: Maintain the City's Pavement Management System based upon the program (Streetsaver) developed by the Metropolitan Transportation Commission (MTC) thereby keeping Novato's certification as an MTC Pavement Management Program user.

Project Description and Background: The project measures the pavement life of a street after construction, reconstruction, or rehabilitation and develops the most cost-effective rehabilitation strategies for pavement maintenance. Through use of the Pavement Management System, Novato remains eligible to apply for transportation grants. The 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 four year cycle, updating the unit costs for maintenance treatments, updating the GIS interface, and entering available funding. To remain certified with MTC the City must submit an annual report or make the database available through the internet for MTC to view.

Basis for Cost Estimate: Project development costs are for the annual rating of City streets and to maintain the database used by Streetsaver. Project costs will be tracked over a four year period to determine annual costs - this CIP project is a continuation of two previous four year cycle projects.

Basis for Schedule: Arterial and collector streets are required to be rated every two years. Residential and other streets are not required to be rated, but MTC recommends that they are, and it is an advantage in receiving grant funding.

Revenue Considerations: Gas Tax will be utilized for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	10,969	59,031	35,000	35,000			140,000
Construction	430	0						0
Construction Mgt	440	0						0
TOTAL		10,969	59,031	35,000	35,000	0	0	140,000
Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Gas Tax (272)	410	35,000	35,000	35,000	35,000			140,000
TOTAL		35,000	35,000	35,000	35,000	0	0	140,000
CARRYOVER		24,031						

Novato Boulevard Improvements Between Diablo Avenue and Grant Avenue (AGP-1)

Project No.: 01-004

Base Code: 431

Funded

Project Objective: To improve safety and reduce traffic congestion.

Project Description and Background: To provide improvements to Novato Boulevard between Diablo Avenue and Grant Avenue. This project is listed in the General Plan as one of the improvements needed to accommodate future growth and enable the roadway system to operate safely and efficiently. The project will widen this stretch of arterial to two lanes with bike lanes in each direction, separated by a raised median island or two-way, left turn lane. In addition, side street access issues will be addressed for Pine Street, Cypress Avenue, and Los Alondras Court. The three traffic signals will either be rebuilt or modernized. The widening and side street access issues will necessitate house moving and/or relocations. The completion of the environmental documentation will further define the project. This project does not include the rule 20A underground utility district. The underground utility district will be done under a different Capital Improvement Program project that will be scheduled once environmental documentation is complete, and it will include the street lighting.

Basis for Cost Estimate: Costs are based on the Council approved Project Study Report, CIP Project 97-003. A portion of the project development and acquisition costs are actual.

Basis for Schedule: Construction is tentatively scheduled for FY 2014/15. Environmental documentation (NEPA and CEQA) is underway, and should be complete by the end of 2012. Right-of-way acquisition will follow, and could take several years. Detailed project design will coincide with right-of-way acquisition.

Revenue Considerations: The Citywide Development Impact Fees - Streets and Intersections and Measure A are the major funding source for these improvements. Potential other sources include grants and utility reimbursements. Deferred improvement agreements along this section will also be invoked.

Project Expenditure	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	651,160	354,237	294,603				1,300,000
Acquisition	420	99,150	635,500	635,500				1,370,150
Construction	430	0			2,100,000	8,011,804		10,111,804
Construction Mgt	440	0				383,888		383,888
TOTAL		750,310	989,737	930,103	2,100,000	8,395,692	0	13,165,842
Funding Source	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Dev Impact-St/Int (327)	410	547,307		374,683				921,990
Dev Impact-St/Int (327)	420	565,919	119,156					685,075
Dev Impact-St/Int (327)	430	0			1,050,000	1,278,920		2,328,920
Dev Impact-St/Int (327)	440	0				255,925		255,925
Measure A (309)	410	547,307		(169,297)				378,010
Measure A (309)	420	565,919	119,156					685,075
Measure A (309)	430	0			1,050,000	6,604,922		7,654,922
Measure A (309)	440	0				255,925		255,925
TOTAL		2,226,452	238,312	205,386	2,100,000	8,395,692	0	13,165,842
CARRYOVER		1,476,142						

Olive Avenue Class II Bike Lanes - HSIP

Project No.: 13-009

Base Code: 431

Funded

Project Objective: To provide Class II bike lane safety improvements on Olive Avenue between Samrose Drive & City Limit.

Project Description and Background: In July 2012 the City applied for a grant from the federal Highway Safety Improvement Program (HSIP), which is administered by Caltrans. The City was awarded the grant in October 2012. This project will widen Olive Avenue between Samrose Drive and the City limit to include Class II bike lanes and potentially a pedestrian path on one side of the street. The viability of including a pedestrian path will be reviewed as part of the project.

Basis for Cost Estimate: Estimate was prepared for the HSIP grant application based on design work done by W-Trans, a consultant for the grant application.

Basis for Schedule: Project development is scheduled to begin in Fiscal Year 2012/13 while project is being processed by federal government with the project scheduled for completion by Fiscal Year 2013/14.

Revenue Considerations: Federal grant pays 90% of project cost, with the city share of local match funding from the Gas Tax fund (project budget includes \$10,000 in FY 12/13 pre-development costs not specified in grant budget to account for project activities before allocation of federal funds by Caltrans).

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	12,700	126,500					139,200
Construction	430	0	556,700					556,700
Construction Mgt	440	0	83,500					83,500
TOTAL		12,700	766,700	0	0	0	0	779,400

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Gas Tax (272)	410	10,000	4,000					14,000
Gas Tax (272)	430	0	55,700					55,700
Gas Tax (272)	440	0	8,400					8,400
Federal Grants (284)	410	0	125,200					125,200
Federal Grants (284)	430	0	501,000					501,000
Federal Grants (284)	440	0	75,100					75,100
TOTAL		10,000	769,400		0	0	0	779,400
CARRYOVER		(2,700)						



Olive Avenue Improvements, Phase III

Project No.: 97-001

Base Code: 431

Funded

Project Objective: To improve the sight distance across the railroad tracks, replace failing drainage facilities, provide a storm water treatment outfall structure and rehabilitate the pavement along Olive Avenue between Redwood Boulevard and Railroad Avenue.

Project Description and Background: Improvements to the northerly side of Olive Avenue, between Redwood Boulevard and the railroad tracks, will be constructed by the City. Drainage enhancements will include a new storm drain from Redwood Blvd. to the railroad tracks. The rebuilding of the railroad tracks will be accomplished by Sonoma Marin Area Rail Transit (SMART). Widening the railroad crossing will require negotiations with SMART, owner of the tracks.

Basis for Cost Estimate: Project development costs are based on actual amounts and an estimate to complete the design. Construction costs are based on a preliminary estimate of contract quantities and recent bid prices. Construction management costs are estimates for inspection and material testing.

Basis for Schedule: Project development is far enough along to allow the City to coordinate the design of the railroad crossing with the development's frontage improvements, and the railroad tracks reconstruction. The project will be on hold until SMART moves forward with their improvements. The project is tentatively scheduled to begin construction in the spring of 2014.

Revenue Considerations: Measure B was replaced with Measure A as Measure B funds needed to be expended by March 2012. Development Impact Fees Drainage will fund the drainage improvements.

Project Expenditure	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	92,535	17,501					110,036
Acquisition	420	0						0
Construction	430	0	538,415					538,415
Construction Mgt	440	0	53,841					53,841
TOTAL		92,535	609,757	0	0	0	0	702,292

Funding Source	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Bond B (307)	410	41,651						41,651
Clean Storm Water (321)	410	9,789						9,789
Clean Storm Water (321)	430	20,000						20,000
Clean Storm Water (321)	440	2,445						2,445
DIF Drainage (327)	410	13,183						13,183
DIF Drainage (327)	430	26,530	53,059					79,589
DIF Drainage (327)	440	3,243	6,487					9,730
Measure A (309)	410	45,000						45,000
Measure A (309)	430	0	113,386					113,386
Measure A (309)	440	0	9,329					9,329
Utility Reimbursement	410	413						413
Utility Reimbursement	430	1,375	2,750					4,125
Utility Reimbursement	440	69	137					206
Restricted Revenue	430		321,315					321,315
Restricted Revenue	440		32,131					32,131
TOTAL		163,698	538,594	0	0	0	0	702,292
CARRYOVER		71,163						

Redwood Boulevard at Olive Avenue Traffic Signal (AGP-7)

Project No.: 02-011

Base Code: 431

Funded

Project Objective: To reduce traffic congestion.

Project Description and Background: The traffic signal is listed in the General Plan as one of the improvements needed to accommodate future growth and enable the roadway system to operate safely and efficiently. This project will require coordination between the City and the owner of the property at the corner of Redwood Boulevard and Olive Avenue.

Basis for Cost Estimate: Project development costs are a combination of actual expenses to date and an estimate to complete the design, including advertising for bids. Construction costs are based on the preliminary estimate developed as part of the design process.

Basis for Schedule: Construction is tentatively scheduled for the summer of 2013.

Revenue Considerations: Development Impact Fees will be utilized to fund the signal portion of this project. Utility reimbursements will also be used.

Project Expenditure	Sub Objects	Prior to		13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	170,449							170,449
Construction	430	5,000	862,649						867,649
Construction Mgt	440	5,000	59,958						64,958
TOTAL		180,449	922,607	0	0	0	0	0	1,103,056

Funding Source	Sub Objects	Prior to		13/14	14/15	15/16	16/17	17/18	Total
Dev Impact-St/Int (327)	410	145,370	20,779						166,149
Dev Impact-St/Int (327)	430	840,290	(15,641)						824,649
Dev Impact-St/Int (327)	440	73,946	(13,138)						60,808
Utility Reimbursement	410	300							300
Utility Reimbursement	430	3,000							3,000
Utility Reimbursement	440	150							150
Restricted Revenue	410		4,000						4,000
Restricted Revenue	430		40,000						40,000
Restricted Revenue	440		4,000						4,000
TOTAL		1,063,056	40,000	0	0	0	0	0	1,103,056
CARRYOVER		882,607							

**Redwood Boulevard and U.S. 101 Southbound Ramps at San
Marin Drive Improvements (AGP-5 & NP-1)**

Project No.: 99-007

Base Code: 431

Partially Funded

Project Objective: To improve safety and reduce traffic congestion.

Project Description and Background: This project is listed in the General Plan as one of the improvements needed to accommodate future growth, and is also part of the City of Novato's establishment of traffic impact fees of development. Additional lane capacity is needed at these two intersections. The project would 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 could require widening the San Marin Drive bridge over the SMART railroad.

Basis for Cost Estimate: Costs are based on the 2002 update of the Development Impact Fees For Public Facilities for AGP-5 and NP-1 traffic mitigation. Total anticipated costs are \$6,032,203.

Basis for Schedule: The project will be scheduled to occur at the time the proposed San Marin Business Park project (located in the vicinity of Wood Hollow Drive and Meadow Crest Road) proceeds with development. Initial project development was funded in FY 2006/07 in order to allow coordination between the city and Caltrans for the Marin Sonoma Narrows freeway project. Construction schedule will be based on Caltrans, the private development of the business park, and available funding.

Revenue Considerations: Citywide Development Impact Fees-Streets and Intersections, is the funding source for these improvements. Traffic in-lieu fees from the Buck Center, and accrued interest, are the restricted revenue component of this project. Grant funding is another possible fund source.

Project Expenditure	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop (410)	410	100			29,900	690,000		720,000
Construction (430)	430	0				4,832,203		4,832,203
Construction Mgt (440)	440	0				480,000		480,000
Equip/Furnish (450)	450	0						0
TOTAL		100	0	0	29,900	6,002,203	0	6,032,203

Funding Source	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Dev Impact-St/Int (327)	410	26,000			30,000	664,000		720,000
Dev Impact-St/Int (327)	430	0				1,610,734		1,610,734
Dev Impact-St/Int (327)	440	0				160,000		160,000
Rest Rev - Buck Center (325)	430	30,604						30,604
TOTAL		56,604	0	0	30,000	2,434,734	0	2,521,338
CARRYOVER		56,504						

Redwood Boulevard Improvements North of San Marin (NP-2)

Project No.: 05-002

Base Code: 431

Partially Funded

Project Objective: To improve safety and reduce traffic congestion.

Project Description and Background: This project is listed in the General Plan as one of the improvements needed to accommodate future growth, and is also part of the City of Novato's establishment of traffic impact fees of development. The project is also listed in the Development Impact Fee (DIF) Report For Public Facilities 2002 update, as a needed improvement to accommodate future growth. The project would widen Redwood Boulevard to include two southbound lanes between Wood Hollow Drive and San Marin Drive. This project will require right-of-way acquisition.

Basis for Cost Estimate: Costs are based on the 2002 update of the DIF Report for Public Facilities. The costs, shown on the future development share, are listed in the DIF Report for Public Facilities. Total project costs will not be known until project development begins. Right-of-way costs are unknown, and were not identified in the Development Impact Fee Report. Right-of-way costs are a rough estimate in the absence of an appraisal report.

Basis for Schedule: The project will be scheduled to occur at the time the San Marin Business Park, located in the vicinity of Wood Hollow Drive and Meadow Crest Road, proceeds with development. Project Development is scheduled to begin in FY 2013/14. Project is contingent upon sufficient funds being available in the DIF account.

Revenue Considerations: Citywide development impact fees are one funding source for these improvements. Additional revenues will be determined during project development. Staff will apply for state or federal grant funding to supplement and/or replace the DIF funding.

Project Expenditure	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop (410)	410	0			128,462			128,462
Acquisition (420)	420	0				100,000		100,000
Construction (430)	430	0				542,308		542,308
Construction Mgt (440)	440	0				54,231		54,231
TOTAL		0	0	0	128,462	696,539	0	825,001

Funding Source	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Dev Impact-St/Int (327)	410	0			128,462			128,462
Dev Impact-St/Int (327)	420	0				100,000		100,000
Dev Impact-St/Int (327)	430	0				542,308		542,308
Dev Impact-St/Int (327)	440	0				54,231		54,231
TOTAL		0	0	0	128,462	696,539	0	825,001
CARRYOVER		0						



Rule 20A Underground Utility District 16 Novato Boulevard from Diablo Avenue to Boulevard Terrace

Project No.: 12-004

Base Code: 431

Funded

Project Objective: To remove all overhead wires and supporting poles on Novato Boulevard between Diablo Avenue and Boulevard Terrace and underground utilities.

Project Description and Background: Novato Boulevard between Diablo Avenue and Grant Avenue is scheduled for major road work in fiscal year 2014/15 and it is desirable to underground utilities along that corridor. Overhead utilities exist between Diablo Avenue and Boulevard Terrace. Novato Boulevard is an eligible street for a rule 20A underground conversion project. The City will be the trenching agent for the project, decreasing the design length from 5 years to 2 to 3 years. The involved utility companies will prepare their underground conversion designs and the City will compile the information into trench composites and then bid the project. The City would be reimbursed for non-City costs on the project by the utility companies.

Basis for Cost Estimate: Costs are based on rough trench costs provided by PG&E. Once the district is developed, more accurate estimates will be developed.

Basis for Schedule: In order to meet the construction timeline for the Novato Boulevard Improvements project 01-004, design needs to commence this upcoming fiscal year. It will take the utility companies up to three years to complete design.

Revenue Considerations: Measure A Regional and Development Impact Fees-Streets and Intersections will cover the City portion of the underground district. Utility reimbursements will cover the rest of the project costs.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	6,593		23,407	15,000			45,000
Construction	430	0			400,000	200,000		600,000
Construction Mgt	440	0			40,000	20,000		60,000
TOTAL		6,593	0	23,407	455,000	220,000	0	705,000

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Dev Impact-St/Int (327)	410	7,500						7,500
Dev Impact-St/Int (327)	430	0			65,000	35,000		100,000
Dev Impact-St/Int (327)	440	0			5,000	5,000		10,000
Measure A (309)	410	7,500						7,500
Measure A (309)	430	0			65,000	35,000		100,000
Measure A (309)	440	0			5,000	5,000		10,000
Utility Reimbursement	410	15,000			15,000			30,000
Utility Reimbursement	430	0			250,000	150,000		400,000
Utility Reimbursement	440	0			30,000	10,000		40,000
TOTAL		30,000	0	0	435,000	240,000	0	705,000
CARRYOVER		23,407						

Rule 20A Underground Utility District 17 Railroad Avenue from Olive Avenue to South End

Project No.: 12-006

Base Code: 431

Funded

Project Objective: To remove all overhead wires and supporting poles on Railroad Avenue between Olive Avenue and South End and underground utilities.

Project Description and Background: Railroad Avenue between Olive Avenue and Grant Avenue has experienced a lot of construction activity in recent years and after the Sonoma Marin Area Rapid Transit is built, Railroad Avenue will be in need of road work. It is therefore desirable to underground utilities along that 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. The City will be the trenching agent for the project, decreasing the design length from 5 years to 2 to 3 years. The involved utility companies will prepare their underground conversion designs and the City will compile the information into trench composites and then bid the project. The City will be reimbursed for non City costs on the project by the utility companies.

Basis for Cost Estimate: Costs are based on rough trench costs provided by PG&E. Once the district is developed, more accurate estimates will be developed.

Basis for Schedule: It takes the utility companies up to three years to complete design; therefore, a tentative date for construction is fiscal year 15/16.

Revenue Considerations: Underground Utility fund covers the City's streetlight portion. Utility reimbursement is the other funding source for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	8,881			58,619			67,500
Construction	430	0			450,000			450,000
Construction Mgt	440	0			45,000			45,000
TOTAL		8,881	0	0	553,619	0	0	562,500

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Undergroun Utilities (226)	410	22,275						22,275
Undergroun Utilities (226)	430	0			148,500			148,500
Undergroun Utilities (226)	440	0			14,850			14,850
Utility Reimbursement	410	0			45,225			45,225
Utility Reimbursement	430	0			301,500			301,500
Utility Reimbursement	440	0			30,150			30,150
TOTAL		22,275	0	0	540,225	0	0	562,500
CARRYOVER		13,394						



Rule 20A Underground Utility District 18 Olive Avenue from Rosalia Drive to City Limits

Project No.: 12-007

Base Code: 431

Partially Funded

Project Objective: To remove all overhead wires and supporting poles and underground utilities on Olive Avenue between Rosalia Drive and the city limit.

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 City will be the trenching agent for the project, decreasing the design length from 5 years to 2 to 3 years. The involved utility companies will prepare their underground conversion designs and the City will compile the information into trench composites and then bid the project. The City will be reimbursed for non City costs on the project by the utility companies. The amount of funding available for this project in FY 16/17 may change and thus, this project should be considered partially funded at this time.

Basis for Cost Estimate: Costs are based on rough trench costs provided by PG&E. Once the district is developed, more accurate estimates will be developed.

Basis for Schedule: It takes the utility companies up to three years to complete design; therefore, construction is scheduled for fiscal year 16/17.

Revenue Considerations: 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 Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	4,265				130,735		135,000
Construction	430	0				900,000		900,000
Construction Mgt	440	0				90,000		90,000
TOTAL		4,265	0	0	0	1,120,735	0	1,125,000

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Underground Utility (226)	410	29,700						29,700
Underground Utility (226)	430	0				297,000		297,000
Underground Utility (226)	440	0				29,700		29,700
Utility Reimbursement	410	0				105,300		105,300
Utility Reimbursement	430	0				603,000		603,000
Utility Reimbursement	440	0				60,300		60,300
TOTAL		29,700	0	0	0	1,095,300	0	1,125,000
CARRYOVER		25,435						

Rule 20B Underground Utility District B-6 Olive Avenue from Redwood Boulevard to Railroad Avenue

Project No.: 12-005

Base Code: 431

Funded

Project Objective: To remove all overhead wires and supporting poles on Olive Avenue between Redwood Blvd and the railroad tracks and underground utilities.

Project Description and Background: Olive Avenue between Redwood Blvd and Railroad Avenue is scheduled for major road work in fiscal year 2013/14 and it is desirable to underground utilities along that corridor. Overhead utilities exist between Redwood Blvd to Railroad Avenue. The owner of the parcel at the northeast corner of Redwood Blvd and Olive Avenue signed a deferred improvement agreement that including undergrounding the utilities. The City will be the trenching agent for the project, decreasing the design length from 5 years to 2 to 3 years. The involved utility companies will prepare their underground conversion designs and the City will compile the information into trench composites and then bid the project. The City will be reimbursed by the developer for this project.

Basis for Cost Estimate: Costs are based on rough trench costs provided by PG&E. Once the district is developed, more accurate estimates will be developed.

Basis for Schedule: It takes the utility companies up to three years to complete design; therefore, construction is scheduled for fiscal year 2013/14.

Revenue Considerations: Underground Utility fund will fund the improvements with the expectation that the developer will reimburse a portion of the funds. Restricted Revenue is included in 13/14 which reflects the contribution from the developer.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	51,677						51,677
Construction	430	0	344,300					344,300
Construction Mgt	440	0	26,400					26,400
TOTAL		51,677	370,700	0	0	0	0	422,377

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Underground Utilities (226)	410	28,600						28,600
Underground Utilities (226)	430	0	228,481					228,481
Underground Utilities (226)	440	0	13,200					13,200
Restricted Revenue (325)	410	23,077						23,077
Restricted Revenue (325)	430		115,819					115,819
Restricted Revenue (325)	440		13,200					13,200
TOTAL		51,677	370,700	0	0	0	0	422,377
CARRYOVER		0						



Rush Creek Drainage Improvements

Project No.: 00-015

Base Code: 431

Funded

Project Objective: To reduce flooding risk in the northeastern area of Downtown Novato. Rush Creek runs generally along the railroad right-of-way in the northern part of Downtown Novato.

Project Description and Background: Flooding has been a recurring problem in Downtown Novato. This project will reduce the risk of flooding at the intersection of Reichert Avenue and Sweetser Avenue, which has a history of flooding. In 1998, the U.S. Congress appropriated \$350,000 for flood damage reduction in Novato, and the Council adopted this project as the highest priority for those funds. The Corp of Engineering (COE) studies, and preliminary design are complete. Staff has 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 has analyzed the existing drainage facilities and 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, will construct either a 36" storm drain or box culvert in the ditch with a class I bike path on top. The City will reimburse SMART for the cost of the construction.

Basis for Cost Estimate: Project development costs are a combination of actual costs, and an estimate to complete the coordination with SMART. Construction and construction management costs are based on an estimate developed with SMART.

Basis for Schedule: The COE has administered the initial phase of this project. SMART is scheduled to reconstruct the railroad tracks in FY 2013/14.

Revenue Considerations: The remaining federal funds administered by the Corps of Engineers for this project will not be used due to eligibility criteria. An allocation of \$330,000 in Measure B funding was replaced with Gas Tax due to time constraints of spending Measure B funding. Development Impact Fees - Drainage are eligible for this project since Railroad Avenue is a collector street. DIF funds have a match rate of 20.2% future development share, per the DIF 2002 Update.

Project Expenditure	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	90,877						90,877
Construction	430	0	292,973					292,973
Construction Mgt	440	0	29,684					29,684
TOTAL		90,877	322,657	0	0	0	0	413,534

Funding Source	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Bond B (307)	410	61,785						61,785
DIF-Drainage (327)	410	17,577						17,577
DIF-Drainage (327)	430	59,960						59,960
DIF-Drainage (327)	440	5,997						5,997
Gas Tax (272)	410	7,653						7,653
Gas Tax (272)	430	236,875						236,875
Gas Tax (272)	440	23,687						23,687
TOTAL		413,534	0	0	0	0	0	413,534
CARRYOVER		322,657						



Safe Routes to School Safety Improvements - State Cycle 10

Project No.: 13-008

Base Code: 431

Funded

Project Objective: To provide safety improvements around two schools - Lynwood and Sinaloa.

Project Description and Background: In March 2012 the City applied for a grant from the state Safe Routes to School program which was awarded to the city in July 2012. Improvements for Lynwood Elementary School include the construction of student pathways along the school perimeter, curb extensions, and high-visibility crosswalks. Improvements for Sinaloa Middle School include the installation of six foot sidewalks on adjacent streets, bicycle lanes, and high-visibility crosswalks.

Basis for Cost Estimate: Estimate was prepared for the Safe Routes to Schools grant application by city staff based on design work previously done by Parisi Associates, a consultant to the Transportation Authority of Marin.

Basis for Schedule: Project development is scheduled to begin in Fiscal Year 2012/13 with the project scheduled for completion by Fiscal Year 2013/14.

Revenue Considerations: State grant with the city share of match funding from the Gas Tax fund.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	6,974	69,226					76,200
Construction	430	0	360,600					360,600
Construction Mgt	440	0	54,000					54,000
TOTAL		6,974	483,826	0	0	0	0	490,800

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Gas Tax (272)	410	7,700						7,700
Gas Tax (272)	430	0	36,100					36,100
Gas Tax (272)	440	0	5,400					5,400
State Grants (283)	410	68,500						68,500
State Grants (283)	430	0	324,500					324,500
State Grants (283)	440	0	48,600					48,600
TOTAL		76,200	414,600	0	0	0	0	490,800
CARRYOVER			69,226					

San Marin Drive at Simmons Lane Intersection Improvements

Project No.: 11-020

Base Code: 431

Funded

Project Objective: To reduce traffic congestion.

Project Description and Background: The 1999 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 LOS E during both peak hours under future conditions. The mitigation is to install a traffic signal. A traffic signal could improve the operation to LOS B. A roundabout also will be considered for this intersection.

Basis for Cost Estimate: 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.

Basis for Schedule: Construction is tentatively scheduled for the summer of 2015 or 2016.

Revenue Considerations: Development Impact Fees will be utilized to fund this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	5,755		67,678				73,433
Construction	430	0			427,470			427,470
Construction Mgt	440	0			37,503			37,503
TOTAL		5,755	0	67,678	464,973	0	0	538,406

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Dev Impact-St/Int (327)	410	73,433						73,433
Dev Impact-St/Int (327)	430	100,000			327,470			427,470
Dev Impact-St/Int (327)	440	10,000			27,503			37,503
TOTAL		183,433	0	0	354,973	0	0	538,406
CARRYOVER		177,678						

Sherman Avenue/Cain Lane Improvements

Project No.: 02-008

Base Code: 431

Partially Funded

Project Objective: To restore the surface of Sherman Avenue and Cain Lane between Sherman Avenue and Reichert Avenue.

Project Description and Background: The pavement on Sherman Avenue, and a portion of Cain Lane, need repair. Sherman Avenue is an accepted public street, and serves as an entrance to Novato's downtown. Cain Lane is not a public street but provides access to businesses and public parking. The project will be coordinated with the City Offices project 11-005. Property owners were approached to determine if there was any interest in installing frontage improvements on Sherman Avenue and rehabilitating Cain Lane. Property owners declined.

Basis for Cost Estimate: Costs are based on an engineer's estimate for pavement and concrete repair only. The cost estimate for the full scope of streetscape enhancements proposed by the Downtown Specific Plan is an estimate only. Measure "B" and Chapter 27 funding are for pavement and concrete work only. An additional \$296,739 (approximately, depending on level of improvements) will be needed for this streetscaping.

Basis for Schedule: This project is tentatively scheduled for construction in Fiscal Year 2012/13 to allow time to coordinate with the City Offices project and to determine streetscape improvements.

Revenue Considerations: Cain Lane is currently a private alley, therefore, improvements would be subject to the formation of an assessment district. Measure "B" funds would be used for pavement rehabilitation and drainage on Sherman Avenue. Measure B funds are being replaced with Measure A funds as Measure B funds need to be expended by March 2012. The cost of retaining walls, grading, and new sidewalk on Sherman Avenue where it intersects Cain Lane, would need to come from another source, not yet determined.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	53,627		23,966				77,593
Acquisition	420	0						0
Construction	430	0		423,434				423,434
Construction Mgt	440	0		42,343				42,343
Equip/Furnish	450	0						
TOTAL		53,627	0	489,743	0	0	0	543,370

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Chapter 27 (251)	410	11,057						11,057
Bond "B" (307)	410	70,376						70,376
Measure "A" (309)	430	3,080		162,118				165,198
TOTAL		84,513	0	162,118	0	0	0	246,631
CARRYOVER		30,886						



South Novato Boulevard Diablo to US 101 Preventative Maintenance

Project No.: 16-002

Base Code: 431

Funded

Project Objective: To preserve the pavement on one of the City's main arterial streets.

Project Description and Background: South Novato Boulevard was reconstructed in two phases between 1995 and 2000. Both segments have held up well, however, by 2015 both will be in need of a new surface. South Novato Boulevard is a regional road and Measure A Regional funds will be utilized. It is proposed to use a micro surfacing to seal the pavement. New traffic striping would be required after the surfacing.

Basis for Cost Estimate: Costs are based off the City's pavement management system cost per unit for micro surfacing.

Basis for Schedule: This project is scheduled to follow the Novato Blvd widening project from Diablo Avenue to Grant Avenue. The current estimated project schedule is for FY 2015/16.

Revenue Considerations: Measure A Regional funds and Gas Tax are the sources for this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	0			13,600			13,600
Construction	430	0			113,164			113,164
Construction Mgt	440	0			9,400			9,400
TOTAL		0	0	0	136,164	0	0	136,164

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Gas Tax (272)	410	0			13,600			13,600
Measure A (309)	430	0			113,164			113,164
Measure A (309)	440	0			9,400			9,400
TOTAL		0	0	0	136,164	0	0	136,164
CARRYOVER		0						

Storm Drainage Master Plan

Project No.: 98-008

Funded

Base Code: 431

Project Objective: Complete work on the City of Novato's Storm Drainage Master Plan in conjunction with current pollutant discharge elimination programs (National Pollution Discharge Elimination System (NPDES); Marin County Storm Water Pollution Prevention Program (MCSTOPPP); and best management practices.

Project Description and Background: The initial master plan work was done during 1986-89 and supported the Measure F bond funding component for storm drainage improvements. The focus at that time was identifying areas where existing local storm drains (as opposed to Flood Control District facilities) warranted upgrades in capacity design to convey flows. New work includes compiling all the previous work done into a comprehensive computerized model of the Novato basins studied previously. Also, mapping will be produced to aid the Clean Storm Water program and the drainage component of the Development Impact Fees. The information obtained will be integrated with the existing storm drain inventory. The work product will also focus on the creation of a GIS database which will serve as a key to facilities management work in the City of Novato with respect to the NPDES mandate to monitor flows throughout the city's network of storm drains. The master plan work will assist creek inspections and pollution complaint investigations. The maps produced will show all pipe outfalls into creeks, and will help fulfill the outfall monitoring task required by the Goals 2000 Clean Storm Water Program (MCSTOPPP).

Basis for Cost Estimate: Costs are based on actual expenditures, and estimates for annual and ongoing work for staff and consultants to complete the master plan.

Basis for Schedule: The completion of the master plan is scheduled for FY 2013/14. Staff will work with the NPDES and MCSTOPP programs in conjunction with the current point discharge pollutant elimination program, to formulate a treatment program and monitoring system useful to all agencies.

Revenue Considerations: The use of Clean Storm Water and Development Impact Fees-Drainage funds will be utilized to perform the project objectives. The Development Impact Fees for Public Facilities 2002 update, Development Impact Fees (DIF) Drainage, identified the storm drain master plan update as needed drainage improvement. The DIF funding is to be a 20.2% match to other city funds.

Project Expenditure	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	33,851	300,149					334,000
TOTAL		33,851	300,149	0	0	0	0	334,000

Funding Source	Sub Object	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Clean Storm Water (321)	410	79,800	187,000					266,800
DIF-Drainage (327)	410	20,200	47,000					67,200
TOTAL		100,000	234,000	0	0	0	0	334,000
CARRYOVER		66,149						

Streetlight Assessment and Replacement

Project No.: 09-006

Base Code: 431

Funded

Project Objective: To analyze the existing wood streetlight poles and create a replacement strategy. To convert existing street lighting to energy efficient fixtures.

Project Description and Background: Novato has a number of different areas around town where wood streetlight poles are used for the lights that illuminate city streets. Wooden poles have a shorter life span than metal poles, thereby requiring replacement more often. Some of the wooden poles have been in the ground for 30 to 40 years, and need condition assessments. In some cases, individual streetlights may be replaced in kind, if the majority of poles are in good condition. Another possibility is to replace wooden poles with metal poles. This strategy could require a lighting study to determine the ideal location for poles. Another aspect of the City streetlight system is that older streetlights were inherited from PG&E, and the condition of the direct buried conductors may need replacement to avoid failure.

In Fiscal Year 2009/10 the City received federal stimulus energy block grant funding to convert existing street lighting to more energy efficient fixtures. Existing high pressure sodium lamps are being replaced with either light emitting diodes (LEDs) or induction lighting.

Basis for Cost Estimate: The costs are based on the available funding in the City's equipment vehicle replacement fund, and the federal grant amount of \$352,627.

Basis for Schedule: The determination of either LED or induction lighting took place in 2010. The assessment of wooden poles in the City was accomplished by the maintenance contractor in fiscal year 2009/10. The conversion of the streetlight fixtures began in 2011.

Revenue Considerations: Energy Efficient Community Block Grant (federal), and Vehicle/Equipment replacement fund. \$11,000 of general fund monies is deposited annually in the Vehicle Replacement fund for use on street lighting (not shown in this CIP project). In addition there is \$250,000 in General Fund monies which is a 0% loan from PG&E.

Project Expenditure	Sub Objects	Prior to						Total
		12/13	12/13	13/14	14/15	15/16	16/17	
Proj Develop	410	12,112						12,112
Construction	430	567,399						567,399
Construction Mgt	440	0						0
TOTAL		579,511	0	0	0	0	0	579,511

Funding Source	Sub Objects	Prior to						Total
		12/13	12/13	13/14	14/15	15/16	16/17	
Equip/Vehicle Repl (605)	410	29,668						29,668
Equip/Vehicle Repl (605)	430	14,082						14,082
Equip/Vehicle Repl (605)	440	14,250						14,250
Grant EECBG (284)	430	352,627						352,627
General Fund	430	250,000						250,000
TOTAL		660,627	0	0	0	0	0	660,627
CARRYOVER		81,116						

Traffic, Bicycle, Pedestrian Enhancements

Project No.: 06-007

Base Code: 431

Funded

Project Objective: To provide enhancements for traffic, bicyclists, and pedestrians for safety, equal access per ADA guidelines, and capacity relief.

Project Description and Background: As areas of concern are identified this project will allow staff to investigate and determine solutions on a case by case basis and at various locations citywide.

Basis for Cost Estimate: Costs are currently unknown. Project development will allow staff to investigate and determine if a project is needed. This project would also allow staff to apply for grants.

Basis for Schedule: These projects will be small in nature and will be done as the need arises and funding is available.

Revenue Considerations: It is proposed that an annual transfer of \$20,000 from the general fund be made to Street and Storm Drainage Maintenance fund for use on this project.

Project Expenditure	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
Proj Develop	410	70,391	5,000	5,000	5,000	5,000	5,000	95,391
Construction	430	14,288	30,321	15,000	15,000	15,000	15,000	104,609
Construction Mgt	440	0						0
TOTAL		84,679	35,321	20,000	20,000	20,000	20,000	200,000

Funding Source	Sub Objects	Prior to 13/14	13/14	14/15	15/16	16/17	17/18	Total
St &St Dr Main (322)	410	47,192	28,199	5,000	5,000	5,000	5,000	95,391
St &St Dr Main (322)	430	52,808	(8,199)	15,000	15,000	15,000	15,000	104,609
TOTAL		100,000	20,000	20,000	20,000	20,000	20,000	200,000
CARRYOVER		15,321						



These funds account for the special tax assessments in the Hamilton and Pointe Marin Community Facilities districts that are used for landscape and equipment maintenance.

Hamilton Community Facilities — Accounts for assessments for landscape maintenance and pump and levee maintenance for the Hamilton Community Facilities District.

Pointe Marin CFD — Accounts for the revenues and expenditures in connection with landscape maintenance for the Pointe Marin Community Facilities District.

Fund 241 - Hamilton Community Facilities District

This special revenue fund was established to account for the special tax assessment for landscaping maintenance and pump and levee maintenance in the Hamilton Community Facilities District.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	(413,355)	(463,748)	(382,363)	(264,388)
Revenues				
Investment Earnings	229	(292)	85	86
Special Tax Assessment	490,459	510,234	521,216	521,216
Other		75,000		
Subtotal Revenues	<u>490,688</u>	<u>584,942</u>	<u>521,301</u>	<u>521,302</u>
Transfers In:				
General Fund				
San Pablo CFD				50,000
TOTAL FINANCING AVAILABLE	<u>77,333</u>	<u>121,194</u>	<u>138,938</u>	<u>306,914</u>
Expenditures	528,563	477,478	391,816	454,687
Interfund Loan Interest Payment	4,458	1,772	1,179	1,050
Transfers Out:				
General Fund				
Debt Service-POB Fund	8,060	8,901	10,331	9,746
Capital Projects		15,406		34,594
Total Expenditures & Transfers Out	<u>541,081</u>	<u>503,557</u>	<u>403,326</u>	<u>500,077</u>
Fund Balance - End Fiscal Year	<u>(463,748)</u>	<u>(382,363)</u>	<u>(264,388)</u>	<u>(193,163)</u>
Reserved for Long-Term Obligations	432,627	404,627	375,806	334,020
Available Funds - End Fiscal Year	<u>(31,121)</u>	<u>22,264</u>	<u>111,418</u>	<u>140,857</u>
Long-Term Obligations:				
Loan from General Fund for Levee				



Fund 243 - Pointe Marin Community Facilities District

This special revenue fund was established to account for the special tax assessment for landscape maintenance in the Pointe Marin Community Facilities District.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	565,107	550,266	563,519	568,434
Revenues				
Investment Earnings	7,232	3,208	3,000	3,030
Special Tax Assessment	165,111	173,884	177,067	178,658
Subtotal Revenues	<u>172,343</u>	<u>177,092</u>	<u>180,067</u>	<u>181,688</u>
TOTAL FINANCING AVAILABLE	<u>737,450</u>	<u>727,358</u>	<u>743,586</u>	<u>750,122</u>
Expenditures	181,976	158,091	168,295	192,353
Transfers Out:				
Debt Service-POB Fund	5,208	5,748	6,857	6,306
Total Expenditures & Transfers Out	<u>187,184</u>	<u>163,839</u>	<u>175,152</u>	<u>198,659</u>
Fund Balance - End Fiscal Year	<u>550,266</u>	<u>563,519</u>	<u>568,434</u>	<u>551,463</u>



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Special Revenue Funds are used to account for revenues derived from specific revenue sources. These funds are required by statute or ordinance to finance particular functions or activities of government. The City's various Special Revenue Funds and revenue sources are as follows:

Measure F Sales Tax — Accounts for revenues from a five-year ½ cent local sales tax measure passed by Novato voters in 2010, as well as expenditures utilized to maintain vital general city services.

RDA Successor Agency — The Redevelopment Agency was dissolved by state statute in FY 2011/12. The City Council elected to serve as the Successor Agency to the dissolved RDA. This fund was established to track activity related to administration by the Successor Agency.

Housing Opportunity — Accounts for the revenues from developer agreements required to implement local housing programs established by the housing element of the Novato General Plan.

Affordable Housing Trust — Accounts for resources used to assist qualifying families in the purchase of below market rate housing.

Clean Stormwater — This fund manages revenues and expenditures for the city's clean stormwater program, preventing pollutant discharge from entering streets and storm drains before flowing into creeks and wetlands.

Underground Utilities Trust — Accounts for resources utilized for undergrounding overhead utilities.

Parking Improvement — Accounts for assessments collected from businesses in the Old Town parking improvement area to be used for services and programs related to parking facilities in the area.

Subdivision Park Trust (Quimby) — Accounts for in-lieu fees from residential subdivision developers to be used for parks and recreation areas for residents of the subdivision.

Hamilton Recreation/Environmental — Accounts for in-lieu fees collected for the Hamilton area.

Art in Public Places — Accounts for fees paid by developers to be used for public art projects.

General Plan Surcharge — Accounts for revenues and expenditures for planning and updating the City's General Plan. The expenditures are funded by surcharges on construction permits.

Automation Surcharge — Accounts for revenues and expenditures to maintain the city's database and permit issuance software. The expenditures are funded by surcharges on construction permits.

Hamilton Arts Center — This fund was created to account for the revenues received and the administration and maintenance expenditures incurred with the Hamilton Arts Center.

Chapter 27 Assessment — Accounts for assessment district activities to complete missing frontage improvements, often in cooperation with property owners.

Assessment Districts (San Marin, Country Club, Wildwood Glen, Hillside, Scottsdale) — Account for the collection of assessments, which are used for median island landscaping and maintenance in the various districts.

Downtown and San Pablo Landscape/Lighting — Accounts for the collection and expenditures of special assessments of the Downtown and San Pablo Landscape and Lighting Districts.

Eucalyptus Assessment District — Accounts for the collection and expenditures of special assessments in the assessment district for Eucalyptus Avenue improvements.

State Gas Tax — Accounts for the city's share of gasoline tax revenues that are restricted to the maintenance and construction of city streets.

State Proposition Park Bond — Accounts for the city's share of bond proceeds from the Safe Neighborhood, Parks, Clean Water, Clean Air and Coastal Protection Bond Act of 2000.

Traffic Congestion Relief — Accounts for the City's share of street and road funds allocated to cities and counties by Assembly Bill 2928 (Chapter 91, Statutes of 2000), as amended by Senate Bill 1662 (Chapter 656, Statutes of 2000). This funding source was incorporated into Gas Tax funds in FY 10/11.

Justice Assistance Grant — Accounts for revenues and expenditures associated with the grant.

Special Police Projects — Accounts for resources restricted to law enforcement activities such as crime prevention and DARE programs.

State COPS Grant — This fund was established to track activity related to the grant.

State Grants — This fund was established to record revenue and expenditure activity for state grants. Pursuant to the requirement of the granting authority, grant-related transactions must be reported in a separate fund.

Federal Grants — This fund was established to record revenue and expenditure activity for federal grants. Pursuant to the requirement of the granting authority, grant-related transactions must be reported in a separate fund.

Private Grants — This fund was established to track revenue and expenditures for private grants.

Pension Reserve — This fund was established in FY 2006/07 to help stabilize pension expense by consistently charging the General Fund the normal cost, as determined by CalPERS. Funds will be deposited into the fund in years when the required contribution is less than the normal cost, and utilized in years when the required contribution is greater than the normal cost.

Hamilton Trust — This fund was established to receive payments from the developer of the Navy property at Hamilton, pursuant to a development agreement. 80% of the investment earnings are transferred to the General Fund and used to maintain city infrastructure and facilities.

Insurance Reserve — Accounts for set aside monies to meet uninsured losses to city facilities and other property, as well as workers' compensation claims.

Emergency and Disaster Response Reserve — Accounts for funds that will provide a buffer during significant economic downturns affecting revenues, or for severe emergency reasons. To meet minimum levels of safety and security, a balance equal to 15% of operating budget is maintained in this reserve.



Fund 201 - Measure F

This fund was created to track revenues and expenditures from Measure F, a five-year 1/2 cent local sales tax increase approved by Novato voters in November, 2010. The purpose of Measure F is to offset/prevent additional budget cuts and to maintain/restore vital general city services.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	0	689,473	4,549,415	7,989,335
Revenues				
Sales Tax	689,126	4,089,401	4,406,563	4,412,104
Investment Earnings	347	9,491	29,000	29,290
Subtotal Revenues	689,473	4,098,892	4,435,563	4,441,394
TOTAL FINANCING AVAILABLE	689,473	4,788,365	8,984,978	12,430,729
Expenditures		164,685	451,541	801,067
Transfers Out:				
General Fund		16,784	530,999	313,594
Debt Service-POB Fund		5,748	13,103	19,492
CIP				10,000
Equipment Replacement		51,733		
Total Expenditures & Transfers Out	0	238,950	995,643	1,144,153
Fund Balance - End Fiscal Year	689,473	4,549,415	7,989,335	11,286,576

Summary of 2013/14 Resources Used by Program Element:

	Employees		Personnel	Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours						
Program Elements:								
Administration	1.50	3,120	157,062	100,000	25,000	343,086	625,148	4,441,394
Economic Development	1.00	2,080	159,401	20,000	40,000		219,401	
Emergency Services				40,000			40,000	
Neighborhood Response Team	1.00	2,080	96,992		26,000		122,992	
Median Island Maintenance	0.50	1,040	40,806				40,806	
Parks Maintenance	0.50	1,040	40,806				40,806	
PRCS-Youth & Seniors					55,000		55,000	
TOTAL	4.50	4,160	495,067	160,000	146,000	343,086	1,144,153	4,441,394



Fund 205 - RDA Successor Agency

Redevelopment Agencies in California were dissolved by State statute, effective January 31, 2012. The City Council for the City of Novato elected to serve as the Successor Agency to the dissolved RDA. This fund was established to track expenditures related to administration by the Successor Agency as well as administrative reimbursements from the County.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Available Funds - Begin Fiscal Year	0	0	(52,082)	(24,200)
Revenues				
Investment Earnings				
Intergovernmental Reimbursements			235,234	167,459
Subtotal Revenues	0	0	235,234	167,459
Transfers In				
TOTAL FINANCING AVAILABLE	0	0	183,152	143,259
Expenditures				
Transfers Out		52,082	200,332	160,457
Debt Service-POB Fund			7,020	3,591
Total Expenditures & Transfers Out	0	52,082	207,352	164,048
Available Funds - End Fiscal Year	0	(52,082)	(24,200)	(20,789)

Summary of 2013/14 Resources Used by Program Element:

Program Elements:	Employees		Personnel	Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours						
Administration	0.55	1,144	89,920	25,000	45,537	3,591	164,048	167,459
TOTAL	0.55	1144.00	89,920	25,000	45,537	3,591	164,048	167,459



Fund 211 - Housing Opportunity

The Housing Element of the Novato General Plan requires the city to create a fund to implement local housing programs. This fund, established by Resolution No. 88-86, meets that requirement. A set of guidelines adopted by the City Council regulates disbursements from the fund. Revenues are received from agreements with developers, affordable housing ordinance in lieu fees, and investment earnings.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	1,575,704	2,050,405	2,054,710	2,069,518
Revenues				
Investment Earnings	7,860	3,305	3,000	3,030
Affordable Housing Ordinance In-Lieu Fees			11,808	
Other		1,000		
Subtotal Revenues	<u>7,860</u>	<u>4,305</u>	<u>14,808</u>	<u>3,030</u>
Transfers In				
Hamilton Trust Fund	466,841			
TOTAL FINANCING AVAILABLE	<u>2,050,405</u>	<u>2,054,710</u>	<u>2,069,518</u>	<u>2,072,548</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>2,050,405</u>	<u>2,054,710</u>	<u>2,069,518</u>	<u>2,072,548</u>
Reserved for Long-Term Obligations	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Available Funds - End Fiscal Year	<u>550,405</u>	<u>554,710</u>	<u>569,518</u>	<u>572,548</u>

Long-Term Obligations:

Loan to Eden Housing for senior affordable housing project



Fund 212 - Affordable Housing Trust

Established in March 1988 by Resolution No. 42-88, this fund receives monies as may be negotiated from developers to assist in providing below market rate housing. The monies are then expended to assist eligible families in the first-time purchase of BMR housing. Eligibility requirements are detailed in the General Plan Housing Element. Funds are restricted in use as stated above.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	611,861	619,208	622,438	624,778
Revenues				
Investment Earnings	7,347	3,230	2,340	2,363
Below Market Rate Housing Fees (BMR)				
Other-Loan Repayment				
Subtotal Revenues	<u>7,347</u>	<u>3,230</u>	<u>2,340</u>	<u>2,363</u>
Transfers In				
General Fund				
Capital Projects				
TOTAL FINANCING AVAILABLE	<u>619,208</u>	<u>622,438</u>	<u>624,778</u>	<u>627,141</u>
Expenditures				
Transfers Out				
General Fund				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>619,208</u>	<u>622,438</u>	<u>624,778</u>	<u>627,141</u>
Reserved for Long-Term Receivables		(195,000)		(195,000)
Available Funds - End Fiscal Year	<u>619,208</u>	<u>817,438</u>	<u>624,778</u>	<u>432,141</u>
Long-Term Obligations:				
Loan to Habitat for Humanity				



Fund 221 - Clean Stormwater

This fund was established by Resolution No. 26-96 during FY 1995/96. The purpose of this fund is to manage revenues and expenditures for Novato's clean stormwater program. The program's goal is to prevent pollutant discharge from entering streets and stormdrains before flowing into creeks and wetlands.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	4,935	7,280	6,393	1,614
Revenues				
Investment Earnings	256	(278)	30	31
Special Assessments	357,587	357,470	356,309	357,000
Subtotal Revenues	357,843	357,192	356,339	357,031
Transfers In:				
General Fund				
Other Funds				
TOTAL FINANCING AVAILABLE	362,778	364,472	362,732	358,645
Expenditures:				
County of Marin-Collection Fees	15,706	15,666	15,672	15,675
JPA Contribution-MCSTOPP	108,292	135,282	135,815	135,815
Other	9,000	12,131	12,131	12,131
Transfers Out:				
General Fund	177,500	150,000	152,500	150,000
Clean Storm Water Capital Improvement Fund	45,000	45,000	45,000	45,000
Total Expenditures & Transfers Out	355,498	358,079	361,118	358,621
Fund Balance - End Fiscal Year	7,280	6,393	1,614	24



Fund 226 - Underground Utilities

This fund accounts for resources to be utilized for undergrounding City overhead utilities.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	961,183	973,882	968,599	942,883
Revenues				
Investment Earnings	12,699	5,824	5500	5,555
Developer in Lieu Fees		22,500		
Subtotal Revenues	<u>12,699</u>	<u>28,324</u>	<u>5,500</u>	<u>5,555</u>
Transfers In:				
Long-Term Maintenance				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>973,882</u>	<u>1,002,206</u>	<u>974,099</u>	<u>948,438</u>
Expenditures				
Transfers Out:				
Capital Projects Fund		33,607	31,216	257,433
Total Expenditures & Transfers Out	<u>0</u>	<u>33,607</u>	<u>31,216</u>	<u>257,433</u>
Fund Balance - End Fiscal Year	<u>973,882</u>	<u>968,599</u>	<u>942,883</u>	<u>691,005</u>



Fund 227 - Parking Improvement

The Parking Improvement Fund was created to account for assessments collected from merchants in the Old Town parking improvement area to be used for services and programs related to parking facilities in the area.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	128,410	93,567	81,921	81,951
Revenues				
Investment Earnings	1,652	534	480	485
Other				
Subtotal Revenues	<u>1,652</u>	<u>534</u>	<u>480</u>	<u>485</u>
TOTAL FINANCING AVAILABLE	<u>130,062</u>	<u>94,101</u>	<u>82,401</u>	<u>82,436</u>
Expenditures	441	450	450	450
Transfers Out:				
Capital Projects Fund	36,054	11,730		83,000
Total Expenditures & Transfers Out	<u>36,495</u>	<u>12,180</u>	<u>450</u>	<u>83,450</u>
Fund Balance - End Fiscal Year	<u>93,567</u>	<u>81,921</u>	<u>81,951</u>	<u>(1,014)</u>

Fund 231 - Subdivision Park Trust (Quimby)

This fund accounts for in-lieu fees from residential subdivision developers to be used for parks and recreation areas for residents of the subdivision.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	2,529,171	2,763,530	1,555,293	1,276,133
Revenues				
Investment Earnings	212,942	14,499	6,800	6,870
Developer in Lieu Fees	29,667	43,152	65,100	65,100
Equity Transfer from Restricted Revenue		77,972		
Subtotal Revenues	<u>242,609</u>	<u>135,623</u>	<u>71,900</u>	<u>71,970</u>
TOTAL FINANCING AVAILABLE	<u>2,771,780</u>	<u>2,899,153</u>	<u>1,627,193</u>	<u>1,348,103</u>
Expenditures				
Transfers Out:				
General Fund	500	500	500	500
Hamilton Recreation				
Capital Projects Fund	7,750	1,343,360	350,560	229,734
Total Expenditures & Transfers Out	<u>8,250</u>	<u>1,343,860</u>	<u>351,060</u>	<u>230,234</u>
Fund Balance - End Fiscal Year	<u>2,763,530</u>	<u>1,555,293</u>	<u>1,276,133</u>	<u>1,117,869</u>



Fund 235 - Art in Public Places

This fund accounts for fees paid by developers to be used for public art projects.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	68,320	69,425	88,356	93,881
Revenues				
Investment Earnings	905	443	500	505
Developer in Lieu Fees			5,025	
Equity Transfer from Restricted Revenue		18,488		
Subtotal Revenues	<u>905</u>	<u>18,931</u>	<u>5,525</u>	<u>505</u>
Transfers In:				
Capital Projects Fund	200			
TOTAL FINANCING AVAILABLE	<u>69,425</u>	<u>88,356</u>	<u>93,881</u>	<u>94,386</u>
Expenditures				
Transfers Out:				
Capital Projects Fund				64,616
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>64,616</u>
Fund Balance - End Fiscal Year	<u>69,425</u>	<u>88,356</u>	<u>93,881</u>	<u>29,770</u>

Fund 237 - General Plan Surcharge

The General Plan Surcharge Fund was created to account for fees collected from developers that are restricted in use for the City's general plan updates.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	508,002	361,085	275,899	299,899
Revenues				
Investment Earnings	6,100	2,039	1,600	1,615
Service Charges	59,882	55,891	54,400	56,000
Subtotal Revenues	<u>65,982</u>	<u>57,930</u>	<u>56,000</u>	<u>57,615</u>
Other Financing Sources				
General Fund			80,000	300,000
TOTAL FINANCING AVAILABLE	<u>573,984</u>	<u>419,015</u>	<u>411,899</u>	<u>657,514</u>
Expenditures	208,181	138,366	112,000	555,100
Transfers Out:				
Debt Service-POB Fund	4,718	4,750		
Total Expenditures & Transfers Out	<u>212,899</u>	<u>143,116</u>	<u>112,000</u>	<u>555,100</u>
Fund Balance - End Fiscal Year	<u>361,085</u>	<u>275,899</u>	<u>299,899</u>	<u>102,414</u>

Summary of 2013/14 Resources Used by Program Element:

	Employees		Personnel	Consultant Services	Total Budget	Program Revenues
	Perm FTE	Total Hours				
Program Elements:						
Administration	0.40	832	34,359	520,741	555,100	357,615
TOTAL	<u>0.40</u>	<u>832</u>	<u>34,359</u>	<u>520,741</u>	<u>555,100</u>	<u>357,615</u>

Fund 238 - Automation Surcharge

This fund was created to account for the surcharge collected from developers to cover a portion of the costs for database management and maintenance of the software for new permits.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	347,752	349,334	337,713	287,731
Revenues				
Investment Earnings	4,484	1,998	1,550	1,565
Service Charges	63,972	61,001	58,300	57,500
Subtotal Revenues	68,456	62,999	59,850	59,065
Other Financing Sources				
Equity Transfer from General Fund				
TOTAL FINANCING AVAILABLE	416,208	412,333	397,563	346,796
Expenditures				
Transfers Out:				
General Fund				
Debt Service-POB Fund	1,208	1,326	1,342	2,656
Total Expenditures & Transfers Out	66,874	74,620	109,832	142,857
Fund Balance - End Fiscal Year	349,334	337,713	287,731	203,939

Summary of 2013/14 Resources Used by Program Element:

	Employees		Personnel	Contract/ Consultant Services	Materials & Supplies	Operating Transfers	Total Budget	Program Revenues
	Perm FTE	Total Hours						
Program Elements:								
Administration	0.90	1,872	104,201	10,000	26,000	2,656	142,857	59,065
TOTAL	0.90	1,872	104,201	10,000	26,000	2,656	142,857	59,065



Fund 242 - Hamilton Arts Center

This fund has been created to account for the revenues received and the administration and maintenance expenditures incurred with the Hamilton Arts Center.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	105,659	883,695	972,143	1,047,984
Revenues				
Investment Earnings		4,279	5,400	5,450
Rental Income	307,203	290,249	303,288	327,600
Subtotal Revenues	307,203	294,528	308,688	333,050
Transfers In:				
NPFA Capital Projects	713,342			
TOTAL FINANCING AVAILABLE	1,126,204	1,178,223	1,280,831	1,381,034
Expenditures	171,630	206,080	232,847	246,000
Transfers Out:				
NPFA Capital Projects	70,879			
Total Expenditures & Transfers Out	242,509	206,080	232,847	246,000
Fund Balance - End Fiscal Year	883,695	972,143	1,047,984	1,135,034



Fund 251 - Chapter 27 Assessments

This fund accounts for assessment district activities to complete missing frontage improvements, often in cooperation with property owners.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	179,259	237,535	230,402	232,115
Revenues				
Investment Earnings	2,270	1,397	1,300	1,315
Service Charges	1,623	3,837	413	394
Other		69		
Subtotal Revenues	<u>3,893</u>	<u>5,303</u>	<u>1,713</u>	<u>1,709</u>
Transfers In:				
General Fund	2,310			
Measure B	3,080			
Downtown Assessment District	60,357			
TOTAL FINANCING AVAILABLE	<u>248,899</u>	<u>242,838</u>	<u>232,115</u>	<u>233,824</u>
Expenditures	3,090			
Transfers Out:				
Capital Projects Fund	8,274	12,367		6,920
Measure B		69		
Total Expenditures & Transfers Out	<u>11,364</u>	<u>12,436</u>	<u>0</u>	<u>6,920</u>
Fund Balance - End Fiscal Year	<u>237,535</u>	<u>230,402</u>	<u>232,115</u>	<u>226,904</u>



Fund 261 - San Marin Landscape Assessment District

This fund accounts for the collection of assessments in the San Marin area (Assessment District number A81) which are used for median island landscaping and maintenance in that district.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	41,234	33,285	33,952	25,472
Revenues				
Special Assessments	46,071	46,933	48,400	53,605
Investment Earnings	493	197	195	197
Other				
Subtotal Revenues	<u>46,564</u>	<u>47,130</u>	<u>48,595</u>	<u>53,802</u>
TOTAL FINANCING AVAILABLE	<u>87,798</u>	<u>80,415</u>	<u>82,547</u>	<u>79,274</u>
Expenditures	54,513	46,463	57,075	51,580
Total Expenditures & Transfers Out	<u>54,513</u>	<u>46,463</u>	<u>57,075</u>	<u>51,580</u>
Fund Balance - End Fiscal Year	<u>33,285</u>	<u>33,952</u>	<u>25,472</u>	<u>27,694</u>



Fund 262 - Country Club Landscape Assessment District

This fund accounts for the collection of assessments in the Country Club area which are used for median island landscaping and maintenance in that district.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	66,752	67,648	68,085	68,485
Revenues				
Special Assessments				
Investment Earnings	896	437	400	404
Other				
Subtotal Revenues	<u>896</u>	<u>437</u>	<u>400</u>	<u>404</u>
TOTAL FINANCING AVAILABLE	<u>67,648</u>	<u>68,085</u>	<u>68,485</u>	<u>68,889</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>67,648</u>	<u>68,085</u>	<u>68,485</u>	<u>68,889</u>



Fund 263 - Wildwood Glen Assessment District

This fund accounts for the collection of assessments in the Wildwood Glen Assessment District area which are used for median island landscaping and maintenance in that district.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	5,129	512	1,743	1,677
Revenues				
Special Assessments	8,142	8,017	8,261	8,555
Investment Earnings	66	7	8	8
Subtotal Revenues	8,208	8,024	8,269	8,563
TOTAL FINANCING AVAILABLE	13,337	8,536	10,012	10,240
Expenditures	12,825	6,793	8,335	8,269
Total Expenditures & Transfers Out	12,825	6,793	8,335	8,269
Fund Balance - End Fiscal Year	512	1,743	1,677	1,971



Fund 264 - Hillside Assessment District

This fund accounts for the collection of assessments in the Hillside Assessment District area which are used for median island landscaping and maintenance in that district.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	49,636	49,843	54,541	48,628
Revenues				
Special Assessments	20,264	10,676	10,676	10,812
Investment Earnings	675	271	275	278
Subtotal Revenues	20,939	10,947	10,951	11,090
TOTAL FINANCING AVAILABLE	70,575	60,790	65,492	59,718
Expenditures	20,732	6,249	16,864	10,780
Total Expenditures & Transfers Out	20,732	6,249	16,864	10,780
Fund Balance - End Fiscal Year	49,843	54,541	48,628	48,938



Fund 265 - Downtown Landscape & Lighting

This fund accounts for the collection of assessments in the Downtown area which are used for lighting, landscaping and maintenance.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	142,907	85,920	90,439	93,116
Revenues				
Special Assessments	5,216	5,360	5,102	5,648
Investment Earnings	1,900	520	375	380
Subtotal Revenues	<u>7,116</u>	<u>5,880</u>	<u>5,477</u>	<u>6,028</u>
TOTAL FINANCING AVAILABLE	<u>150,023</u>	<u>91,800</u>	<u>95,916</u>	<u>99,144</u>
Expenditures	1,977	1,361	2,800	3,000
Transfers Out:				
General Fund	1,769			
Chapter 27 Assessments	60,357			
Total Expenditures & Transfers Out	<u>64,103</u>	<u>1,361</u>	<u>2,800</u>	<u>3,000</u>
Fund Balance - End Fiscal Year	<u>85,920</u>	<u>90,439</u>	<u>93,116</u>	<u>96,144</u>



Fund 266 - San Pablo Assessment District

This fund accounts for the collection of assessments in the San Pablo area which are used for landscaping and maintenance in that district.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	38,484	48,559	60,218	62,244
Revenues				
Special Assessments	11,723	12,198	12,461	12,499
Investment Earnings	591	309	350	355
Subtotal Revenues	<u>12,314</u>	<u>12,507</u>	<u>12,811</u>	<u>12,854</u>
TOTAL FINANCING AVAILABLE	<u>50,798</u>	<u>61,066</u>	<u>73,029</u>	<u>75,098</u>
Expenditures	2,239	848	10,785	12,194
Transfers Out				
Hamilton CFD				50,000
Total Expenditures & Transfers Out	<u>2,239</u>	<u>848</u>	<u>10,785</u>	<u>62,194</u>
Fund Balance - End Fiscal Year	<u>48,559</u>	<u>60,218</u>	<u>62,244</u>	<u>12,904</u>

Fund 267 - Eucalyptus Assessment District

This fund accounts for the collection of assessments from residents of Eucalyptus Avenue which have been used for street improvements.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	19	19	61	103
Revenues				
Special Assessments	14,211	14,254	14,253	14,253
Investment Earnings				
Other				
Subtotal Revenues	<u>14,211</u>	<u>14,254</u>	<u>14,253</u>	<u>14,253</u>
TOTAL FINANCING AVAILABLE	<u>14,230</u>	<u>14,273</u>	<u>14,314</u>	<u>14,356</u>
Expenditures	14,211	14,212	14,211	14,211
Transfers Out				
Capital Projects				
Total Expenditures & Transfers Out	<u>14,211</u>	<u>14,212</u>	<u>14,211</u>	<u>14,211</u>
Fund Balance - End Fiscal Year	<u>19</u>	<u>61</u>	<u>103</u>	<u>145</u>



Fund 269 - Scottsdale Assessment District

This fund accounts for the collection of assessments in the Scottsdale area which are used for landscaping and maintenance in that district.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	14,959	15,157	9,841	9,886
Revenues				
Investment Earnings	198	66	45	45
Subtotal Revenues	<u>198</u>	<u>66</u>	<u>45</u>	<u>45</u>
TOTAL FINANCING AVAILABLE	<u>15,157</u>	<u>15,223</u>	<u>9,886</u>	<u>9,931</u>
Expenditures		5,382		
Total Expenditures & Transfers Out	<u>0</u>	<u>5,382</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>15,157</u>	<u>9,841</u>	<u>9,886</u>	<u>9,931</u>



Fund 272 - Gas Tax

This fund accounts for the City's share of gasoline tax revenues distributed under Senate Bill 300. Funds are used for street maintenance and street improvement projects. Beginning FY 2010/11, TCRF (Proposition 42) funds are included with gas tax funds, under Streets and Highways Code Section 2103.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	234,546	669,778	895,961	1,051,608
Revenues				
Investment Earnings	3,638	5,066	5,100	5,150
Intergovernmental Revenue	1,281,052	1,524,247	1,335,650	1,553,120
Sale of Property				
Other				
Subtotal Revenues	<u>1,284,690</u>	<u>1,529,313</u>	<u>1,340,750</u>	<u>1,558,270</u>
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>1,519,236</u>	<u>2,199,091</u>	<u>2,236,711</u>	<u>2,609,878</u>
Expenditures				
Transfers Out:				
General Fund	817,000	817,000	817,000	817,000
Capital Projects Fund	32,458	486,130	368,103	1,726,155
Total Expenditures & Transfers Out	<u>849,458</u>	<u>1,303,130</u>	<u>1,185,103</u>	<u>2,543,155</u>
Fund Balance - End Fiscal Year	<u>669,778</u>	<u>895,961</u>	<u>1,051,608</u>	<u>66,723</u>



Fund 273 - Proposition 12 State Park Bond

This fund accounts for the City's share of bond proceeds from the Safe Neighborhood, Parks, Clean Water, Clean Air and Coastal Protection Bond of 2000.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	0	0	0	0
Revenues				
Investment Earnings				
State Park Bond Proceeds	312,008			
Subtotal Revenues	312,008	0	0	0
Transfers In:				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	312,008	0	0	0
Expenditures				
Transfers Out:				
Capital Projects Fund	312,008			
Total Expenditures & Transfers Out	312,008	0	0	0
Fund Balance - End Fiscal Year	0	0	0	0

Fund 274 - Traffic Congestion Relief/AB2928

This fund accounts for funds received from the State of California for deferred maintenance of local streets and roads. Funds must be used by the end of the fiscal year following receipt, or be returned to the State for redistribution. For fiscal years beginning 2010/11, TCRF (Proposition 42) funds are included with gas tax funds, under Streets and Highways Code Section 2103.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	358,810	147,938	0	0
Revenues				
Investment Earnings	4,023			0
Intergovernmental Revenue				
Other				
Subtotal Revenues	<u>4,023</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In:				
General Fund				
Capital Projects Fund				
TOTAL FINANCING AVAILABLE	<u>362,833</u>	<u>147,938</u>	<u>0</u>	<u>0</u>
Expenditures				
Transfers Out:				
General Fund				
Capital Projects Fund	214,895	147,938		
Total Expenditures & Transfers Out	<u>214,895</u>	<u>147,938</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>147,938</u>	<u>0</u>	<u>0</u>	<u>0</u>



Fund 277-Justice Assistance Grants

This fund accounts for the revenues and expenditures associated with the grants.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	(4,632)	(21,470)	(2,780)	0
Revenues				
Grants		30,497	46,565	24,531
Investment Earnings	28			
Subtotal Revenues	<u>28</u>	<u>30,497</u>	<u>46,565</u>	<u>24,531</u>
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	<u>(4,604)</u>	<u>9,027</u>	<u>43,785</u>	<u>24,531</u>
Expenditures	16,866	11,807	43,785	24,531
Fund Balance - End Fiscal Year	<u>(21,470)</u>	<u>(2,780)</u>	<u>0</u>	<u>0</u>



Fund 281 - Special Police Projects

Established by Resolution No. 24-88, this fund accounts for special police projects and programs that require specific tracking and receive restricted revenue which cannot be deposited into the General Fund, including crime prevention programs, child abuse, DARE, secret witness program, Girl's Forum, and asset seizure.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	105,425	113,085	125,831	141,339
Revenues				
Investment Earnings	899	544	375	380
Intergovernmental Revenue	135,160	179,842	178,726	109,249
Other	10,212	20,991	26,247	10,000
Subtotal Revenues	<u>146,271</u>	<u>201,377</u>	<u>205,348</u>	<u>119,629</u>
Transfers In				
General Fund	12,000	9,000	7,000	7,000
TOTAL FINANCING AVAILABLE	<u>263,696</u>	<u>323,462</u>	<u>338,179</u>	<u>267,968</u>
Expenditures	150,611	195,214	193,572	152,356
Transfers Out				
General Fund			3,268	
Furniture & Equipment Replacement		2,417		
Total Expenditures & Transfers Out	<u>150,611</u>	<u>197,631</u>	<u>196,840</u>	<u>152,356</u>
Fund Balance - End Fiscal Year	<u>113,085</u>	<u>125,831</u>	<u>141,339</u>	<u>115,612</u>



Fund 282 - State COPS Grant

This fund was created to track revenues and expenditures associated with the grant.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Available Funds - Begin Fiscal Year	284,906	227,173	282,145	319,523
Revenues				
Intergovernmental	100,000	100,000	100,000	100,000
Subtotal Revenues	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
Transfers In				
TOTAL FINANCING AVAILABLE	<u>384,906</u>	<u>327,173</u>	<u>382,145</u>	<u>419,523</u>
Expenditures	157,733	39,462	62,622	100,000
Transfers Out		5,566		
Total Expenditures & Transfers Out	<u>157,733</u>	<u>45,028</u>	<u>62,622</u>	<u>100,000</u>
Available Funds - End Fiscal Year	<u>227,173</u>	<u>282,145</u>	<u>319,523</u>	<u>319,523</u>



Fund 283 - State Grants Fund

This fund was established to record revenue and expenditure activity for State grants. Per the requirement of the granting authority, grant-related transactions must be reported in a separate fund.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	(1,214)	(1,214)	(1,214)	0
Revenues				
Grants		1,000,000	11,791	599,560
Investment Earnings				
Subtotal Revenues	<u>0</u>	<u>1,000,000</u>	<u>11,791</u>	<u>599,560</u>
Transfers In				
Federal Grants Fund				
TOTAL FINANCING AVAILABLE	<u>(1,214)</u>	<u>998,786</u>	<u>10,577</u>	<u>599,560</u>
Expenditures				
Transfers Out				
Capital Projects Fund		1,000,000	10,577	599,560
Total Expenditures & Transfers Out	<u>0</u>	<u>1,000,000</u>	<u>10,577</u>	<u>599,560</u>
Fund Balance - End Fiscal Year	<u>(1,214)</u>	<u>(1,214)</u>	<u>0</u>	<u>0</u>



Fund 284 - Federal Grants Fund

This fund was established to record revenue and expenditure activity for Federal grants. Per the requirement of the granting authority, grant-related transactions must be reported in a separate fund.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	2,499	(37,491)	1,682	0
Revenues				
Grants	816,968	1,888,320	31,404	789,357
Other		1,865		
Subtotal Revenues	816,968	1,890,185	31,404	789,357
TOTAL FINANCING AVAILABLE	819,467	1,852,694	33,086	789,357
Expenditures	2,490			
Transfers Out				
General Fund	37,500			
State Grants Fund				
Capital Projects Fund	816,968	1,851,012	33,086	789,357
Total Expenditures & Transfers Out	856,958	1,851,012	33,086	789,357
Fund Balance - End Fiscal Year	(37,491)	1,682	0	0

Fund 285 - Private Grants Fund

This fund was established to track revenue and expenditure activity for private grants.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	18,600	20,221	20,504	20,764
Revenues				
Grants				
Investment Earnings	1,621	283	260	265
Subtotal Revenues	<u>1,621</u>	<u>283</u>	<u>260</u>	<u>265</u>
TOTAL FINANCING AVAILABLE	<u>20,221</u>	<u>20,504</u>	<u>20,764</u>	<u>21,029</u>
Expenditures				
Transfers Out				
General Fund				
Restricted Revenue Fund				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Fund Balance - End Fiscal Year	<u>20,221</u>	<u>20,504</u>	<u>20,764</u>	<u>21,029</u>



Fund 296 - Pension Reserve Fund

This fund was established to help stabilize the pension expense by consistently charging the General Fund the Normal Cost, as determined by CalPERS. In years where the retirement plans are overfunded and the CalPERS Required Contribution is less than the Normal Cost, the difference will be deposited into the fund. Fund balance will be utilized in years when the Required Contribution is greater than the Normal cost.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	1,332	1,350	1,358	1,363
Revenues				
Investment Earnings	18	8	5	5
Subtotal Revenues	18	8	5	5
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	1,350	1,358	1,363	1,368
Expenditures				
Transfers Out				
General Fund-Operations				
Total Expenditures & Transfers Out	0	0	0	0
Fund Balance - End Fiscal Year	1,350	1,358	1,363	1,368

Fund 297 - Hamilton Trust Fund

This fund was established to receive payments from the developer of the Navy property at Hamilton, pursuant to a development agreement. 80% of the projected investment earnings are transferred to the General Fund and used to maintain City infrastructure and facilities.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	33,154,847	32,877,564	32,912,589	32,805,285
Revenues				
Developer In Lieu Fees - Municipal Services	47,746	1,320		
Investment Earnings	99,585	92,083	86,373	81,725
Bond/Notes Investment Earnings	518,648	431,954	401,712	421,004
Other	(7,812)	(91,555)		
Subtotal Revenues	<u>658,167</u>	<u>433,802</u>	<u>488,085</u>	<u>502,729</u>
TOTAL FINANCING AVAILABLE	<u>33,813,014</u>	<u>33,311,366</u>	<u>33,400,674</u>	<u>33,308,014</u>
Expenditures	32,726	32,372	253,729	33,000
Transfers Out				
General Fund-Operations	435,883	366,405	341,660	351,910
Affordable Housing Trust	466,841			
Total Expenditures & Transfers Out	<u>935,450</u>	<u>398,777</u>	<u>595,389</u>	<u>384,910</u>
Fund Balance - End Fiscal Year	<u>32,877,564</u>	<u>32,912,589</u>	<u>32,805,285</u>	<u>32,923,104</u>
Investments	(30,536,754)	(30,849,732)	(31,159,732)	(31,409,732)
Reserved for Long-Term Obligations	(1,360,000)	(1,290,000)	(1,215,000)	(1,135,000)
Available Funds - End Fiscal Year	<u>980,810</u>	<u>772,857</u>	<u>430,553</u>	<u>378,372</u>
Long-Term Receivables:				
Corporation Yard Lease				



Fund 298 - Self Insurance

The purpose of this fund is to set aside monies to meet 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.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	1,165,545	1,256,991	1,192,404	1,197,096
Revenues				
Investment Earnings	13,798	7,352	6,600	6,650
Equity Transfer	78,648			
Subtotal Revenues	<u>92,446</u>	<u>7,352</u>	<u>6,600</u>	<u>6,650</u>
Transfers In				
General Fund				
TOTAL FINANCING AVAILABLE	<u>1,257,991</u>	<u>1,264,343</u>	<u>1,199,004</u>	<u>1,203,746</u>
Expenditures	1,000		1,908	
Transfers Out				
General Fund				
Capital Projects Fund		71,939		195,000
Total Expenditures & Transfers Out	<u>1,000</u>	<u>71,939</u>	<u>1,908</u>	<u>195,000</u>
Fund Balance - End Fiscal Year	<u>1,256,991</u>	<u>1,192,404</u>	<u>1,197,096</u>	<u>1,008,746</u>

Fund 299 - Emergency & Disaster Response Reserve

This fund was established by Resolution No. 148-87 during FY 1987/88. The fund's purpose is to provide a financial buffer during significant economic downturns affecting revenues or for severe emergency reasons. To meet minimum levels of safety and security, a reserve fund equal to 15% of operating budget is the industry standard. Investment earnings from the fund are used as an ongoing revenue source for the General Fund. In the past, periodic transfers from year-end General fund balance have been deposited into the reserve fund to build an adequate reserve.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	5,321,728	5,650,265	6,724,346	6,343,558
Revenues				
Investment Earnings	1,472		1,434	1,300
Equity Transfer	327,065			
Other				
Subtotal Revenues	<u>328,537</u>	-	<u>1,434</u>	<u>1,300</u>
Transfers In				
General Fund		1,074,081		
TOTAL FINANCING AVAILABLE	<u>5,650,265</u>	<u>6,724,346</u>	<u>6,725,780</u>	<u>6,344,858</u>
Expenditures			382,222	
Transfers Out:				
General Fund				
Capital Projects Fund				201,200
Total Expenditures & Transfers Out	<u>-</u>	<u>-</u>	<u>382,222</u>	<u>201,200</u>
Fund Balance - End Fiscal Year	<u>5,650,265</u>	<u>6,724,346</u>	<u>6,343,558</u>	<u>6,143,658</u>
Reserved for Long-Term Obligations		(1,378,707)	(1,180,141)	(981,441)
Available Funds - End Fiscal Year	<u>5,650,265</u>	<u>5,345,639</u>	<u>5,163,417</u>	<u>5,162,217</u>

Long-Term Obligations:

Loan to Redevelopment Obligation Retirement Fund



Debt Service Funds are used to account for financial resources to be used for payment for City's long-term debt. The City's debt service funds are:

General Obligation Bonds — Accounts for the accumulation of resources and payment of interest and principal for general obligation and Measure B bonds.

Pension Obligations Bond — Accounts for the accumulation of resources and payment of principal and interest for pension obligation bonds. Only funds necessary for the debt service are transferred into this fund.

Fund 501 - General Obligation Bonds

This fund accounts for the accumulation of resources and payment of general obligation bond principal and interest from Measures B, F, and G.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	2,444,073	2,804,107	2,574,026	2,503,208
Revenues				
Taxes	3,145,695	2,567,041	2,741,122	1,491,692
Investment Earnings	19,898	9,688	5,400	5,455
Other				
Subtotal Revenues	<u>3,165,593</u>	<u>2,576,729</u>	<u>2,746,522</u>	<u>1,497,147</u>
TOTAL FINANCING AVAILABLE	<u>5,609,666</u>	<u>5,380,836</u>	<u>5,320,548</u>	<u>4,000,355</u>
Debt Service	2,745,421	2,746,671	2,757,201	2,315,490
Expenditures	60,138	60,139	60,139	60,139
Total Expenditures & Transfers Out	<u>2,805,559</u>	<u>2,806,810</u>	<u>2,817,340</u>	<u>2,375,629</u>
Fund Balance - End Fiscal Year	<u>2,804,107</u>	<u>2,574,026</u>	<u>2,503,208</u>	<u>1,624,726</u>



Fund 503 - Pension Obligation Bonds

This fund accounts for the accumulation of resources and payment of pension obligation bond principal and interest. Only funds necessary for the debt service payment are transferred into this fund.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	0	0	0	0
Revenues				
Investment Earnings				
Subtotal Revenues	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Transfers In	1,027,266	1,071,021	1,110,984	1,154,424
TOTAL FINANCING AVAILABLE	<u>1,027,266</u>	<u>1,071,021</u>	<u>1,110,984</u>	<u>1,154,424</u>
Debt Service	1,027,266	1,071,021	1,110,984	1,154,424
Total Expenditures & Transfers Out	<u>1,027,266</u>	<u>1,071,021</u>	<u>1,110,984</u>	<u>1,154,424</u>
Fund Balance - End Fiscal Year	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>



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Proprietary Funds consist of Internal Service and Enterprise funds. Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units, on a cost reimbursement basis. Enterprise funds are used to account for the financial activities of an entity that provides goods or services to the public for a fee that makes the entity self-supporting.

Equipment Maintenance Fund — This fund is used for the purpose of accumulating and disbursing funds for the operation and maintenance of City vehicles and equipment. Funds are generated by maintenance and operation charges to user departments for direct and overhead expenses.

Vehicle/Equipment Replacement Fund — Accounts for resources to be used for replacement of vehicles and equipment. Revenues are generated primarily from charges to user departments of an estimate of future replacement costs over the expected life of the vehicle/equipment, as well as interest earnings and proceeds from the sale of surplus vehicles and equipment.

Furnishings, Fixtures & Equipment Replacement Fund — Accounts for funds set aside to meet future replacement costs of major capital expenditures not already provided for in the vehicle/equipment replacement fund.

Marin Valley Mobile Country Club Fund (MVMCC) — This enterprise fund is used to track revenues and expenditures related to the Park.

Fund 601 - Equipment Maintenance

This internal service fund is used for the purpose of accumulating and disbursing funds for the operation and maintenance of City vehicles, equipment, and rolling stock purchased by the City's Vehicle/Equipment Replacement Fund. Funds are generated by maintenance and operation charges to user departments for direct and overhead expenses. This fund does not accumulate interest earnings.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	(201,846)	(307,757)	(392,272)	(388,981)
Revenues				
Charges to Departments	658,118	728,329	745,820	821,998
Other		50		
Subtotal Revenues	<u>658,118</u>	<u>728,379</u>	<u>745,820</u>	<u>821,998</u>
Transfers In				
General Fund				
Equipment Replacement Fund				
TOTAL FINANCING AVAILABLE	<u>456,272</u>	<u>420,622</u>	<u>353,548</u>	<u>433,017</u>
Expenditures	753,588	801,281	730,441	809,723
Transfers Out				
Debt Service-POB Fund	10,441	11,613	12,088	12,275
Total Expenditures & Transfers Out	<u>764,029</u>	<u>812,894</u>	<u>742,529</u>	<u>821,998</u>
Fund Balance - End Fiscal Year	<u>(307,757)</u>	<u>(392,272)</u>	<u>(388,981)</u>	<u>(388,981)</u>

Fund 605 - Equipment Replacement

This internal service fund operates for the purpose of accumulating and disbursing monies for the acquisition and replacement of city vehicles, rolling stock, and other equipment as designated by the City Council. Funds are generated from replacement charges to user departments, interest earnings on the fund's cash balance, proceeds from sale of vehicles/equipment, and transfers from other funds. This fund is also used to fund the city's share of debt and operational expenses for the Marin Emergency Radio Authority Program (MERA). The funding source is an annual transfer from the General Fund and funds previously deposited into the fund. This process allows sufficient funds to accumulate when a vehicle or piece of equipment is replaced. \$1,062,500 from the sale of the old Novato hospital site in this fund is reserved to generate sufficient interest earnings to build replacement funds for CAD equipment.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Fund Balance - Begin Fiscal Year	5,920,580	6,135,528	6,316,679	6,268,990
Revenues				
Charges to Departments	487,167	572,663	624,166	603,576
Investment Earnings	36,506	19,417	19,000	19,200
Equity Transfer	80,205			
Other	17,240	39,674	27,116	10,000
Subtotal Revenues	621,118	631,754	670,282	632,776
Transfers In				
General Fund	420,000	463,719	324,000	360,000
TOTAL FINANCING AVAILABLE	6,961,698	7,231,001	7,310,961	7,261,766
Equipment Acquisition	426,815	445,506	404,604	607,530
MERA	387,243	415,912	426,611	431,071
Other		48,889		
Equity Transfer to General Fund				
Transfers Out				
Capital Projects	12,112	4,015	210,756	134,524
Total Expenditures & Transfers Out	826,170	914,322	1,041,971	1,173,125
Fund Balance - End Fiscal Year	6,135,528	6,316,679	6,268,990	6,088,641
Reserved for Long-Term Obligations	(3,473,658)	(966,400)	(966,400)	(966,400)
Reserved Proceeds from Sale of Property	(1,062,500)	(1,062,500)	(1,062,500)	(1,062,500)
Available Funds - End Fiscal Year	1,599,370	4,287,779	4,240,090	4,059,741
Long-Term Obligations:				
Loan to General Fund				



Fund 606 - Furnishings, Fixtures, & Equipment Replacement

This fund, established in Fiscal Year 1997/98, is designated to set aside sufficient monies to meet future replacement costs of major capital expenditures not already provided for in the vehicle/ equipment replacement fund.

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Available Funds - Begin Fiscal Year	778	788	792	795
Revenues				
Investment Earnings	10	4	3	3
Subtotal Revenues	<u>10</u>	<u>4</u>	<u>3</u>	<u>3</u>
TOTAL FINANCING AVAILABLE	<u>788</u>	<u>792</u>	<u>795</u>	<u>798</u>
Expenditures				
Total Expenditures & Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Available Funds - End Fiscal Year	<u>788</u>	<u>792</u>	<u>795</u>	<u>798</u>

Fund 651 - Marin Valley Mobile Country Club

This fund was established to track revenues and expenditures related to the Marin Valley Mobile Country Club Park (MVMCC). Accounting and management functions are performed by a property manager, with oversight and guidance provided by the Park Acquisition Corporation (PAC). The city has policy oversight. Prior to 2011, the property was owned by the Novato Financing Authority (NFA).

	Previous Actual 2010/11	Previous Actual 2011/12	Projected Actual 2012/13	Adopted Budget 2013/14
Available Funds - Begin Fiscal Year	8,166,526	9,229,081	10,113,683	10,247,443
Revenues				
Rental Income	2,336,241	2,322,321	2,342,963	2,329,581
Utility Reimbursements	670,037	703,884	627,437	736,234
Investment Earnings	203,311	252,809	206,556	21,000
Other	13,915	17,131		12,300
Subtotal Revenues	<u>3,223,504</u>	<u>3,296,145</u>	<u>3,176,956</u>	<u>3,099,115</u>
TOTAL FINANCING AVAILABLE	<u>11,390,030</u>	<u>12,525,226</u>	<u>13,290,639</u>	<u>13,346,558</u>
Expenditures				
Debt Service	1,551,653	1,819,254	2,474,480	2,264,110
	609,296	592,289	568,716	214,094
Total Expenditures & Transfers Out	<u>2,160,949</u>	<u>2,411,543</u>	<u>3,043,196</u>	<u>2,478,204</u>
Available Funds - End Fiscal Year	<u>9,229,081</u>	<u>10,113,683</u>	<u>10,247,443</u>	<u>10,868,354</u>



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Fiduciary Funds Summary Table

Fund #	FUND DESCRIPTION	Actual Cash Balance 6/30/12	Projected Cash Balance 6/30/13	Projected Cash Balance 6/30/14
701	Deposits in Trust	626,188	600,000	450,000
702	Unclaimed Property	21,109	75,000	6,000
711	Redevelopment Obligation Retirement Fund	0	2,525,000	2,575,000
781	Buck Center Deposit in Trust	1,000,000	1,000,000	1,000,000
801	Pacheco Assessment District Redemption	176	176	176
802	Pacheco Assessment District Investment Earnings	23,956	23,956	23,956
803	Pacheco Assessment District Reserve	50,060	50,060	50,060
812	Vintage Oaks Special Tax	1,546,879	1,650,000	1,700,000
821	Golden Gate Assessment District Redemption	143,716	144,500	146,000
831	Hamilton CFD Bond Administration	1,188,805	1,225,000	1,275,000
832	Pointe Marin CFD	571,757	590,000	610,000
TOTAL TRUST & AGENCY FUNDS		5,172,646	7,883,692	7,836,192

Fiduciary Funds are used to account for assets held by the city in a fiduciary capacity or as an agent for individuals, private organizations, other governmental entities, special districts, and others.



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Glossary

Accounts Payable: Amounts owed by the city to external entities for goods and services received.

Accounts Receivable: Amounts due to the city from external entities for goods and services furnished.

Adjusted Budget: The current budget adopted by the City Council in addition to Council-approved modifications authorized throughout the year.

Adopted Budget: The current budget adopted through resolution by the City Council.

Agency Funds: Account for assets held by the city in a trustee capacity or as an agent for other governments, private organizations, individuals, and/or other funds.

Appropriation: An authorization by the City Council that permits officials to incur obligations and expend City resources within a fiscal year.

Audit: An examination of city records and accounts by an external source to check their validity and accuracy.

Bond: An interest-bearing or discounted government security that obligates the issuer to pay the bondholder(s) specified sums of money at regular intervals and to repay the principal of the loan at maturity.

Bond Proceeds: The funds received from the issuance of bonds.

Budget: A spending plan and policy guide comprised of an itemized summary of the city's probable revenues and expenditures for a given fiscal year.

Budget Amendment: A method to revise a budget revenue or appropriation after the fiscal year budget has been adopted.

CalPERS: The California Public Employees' Retirement System. CalPERS provides retirement and health benefits to more than 1.4 million public employees, retirees, and their families and more than 2,500 employers.

California Local Government Financing Authority (CLGFA): Joint Powers Authority (JPA) created by certain California counties and the City of Novato for the purpose of assisting the members of the JPA and other local agencies to obtain financing for public capital improvements whenever there are significant public benefits and to make loans to and enter into other agreements with its members and other local agencies.

California Public Employee's Pension Reform Act (PEPRA): Act signed into law by Governor Jerry Brown for all public employers in the state that mandates new, lower benefit pension formulas for employees hired after December 31, 2012, with the goal of reducing pension costs over time.

California Society of Municipal Finance Officers (CSMFO): Statewide association for finance professionals in California cities, special districts and counties, as well as commercial finance professionals,

such as brokers, bankers, auditors, and specialized financial consultants. CSMFO offers a variety of professional training programs for its members.

Capital Budget: Program for financing long-term outlays for construction or major repairs of facilities, buildings, and infrastructure.

Capital Improvements: Construction or major repair of city facilities, buildings, and infrastructure.

Capital Outlay: The acquisition costs of equipment with a value greater than \$5,000 and a useful life of one year or more used in providing direct services.

Community Facilities District (CFD): A special tax assessment district, which provides various types of maintenance within the district.

Computer Aided Dispatch (CAD): Software packages used to initiate public safety calls for service, dispatch, and maintain the status of responding resources in the field.

Debt Service: The costs of paying the principal and interest on borrowed money according to a predetermined schedule.

Debt Service Funds: Funds used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

Encumbrance: The commitment of appropriated funds to purchase an item or service in the future.

Expenditures: The cost for the personnel, materials and equipment required for a department to function.

Fiscal Sustainability Plan: Long-range planning document approved by City Council to guide key financial decisions over the next five or more years.

Fiscal Year (FY): A time period designated by the city signifying the beginning and ending period for recording financial transactions. Novato has a fiscal year of July 1 through June 30.

Full-Time Equivalent (FTE): The conversion of permanent, part-time, or temporary positions to a decimal equivalent of a permanent, full-time position based on an annual amount of 2,080 hours worked.

Fund: An accounting entity with a self-balancing set of accounts recording financial resources and transactions for specific activities.

Fund Balance: The net effect of assets less liabilities at any given point in time.

Gann Appropriation Limit: A State of California mandated appropriation limit imposed on local jurisdictions.

General Fund: Accounts for tax and other general purpose revenues, e.g., sales taxes, property taxes, fines and forfeitures, investment income, etc., and records the transactions of general governmental services, e.g., police, parks and recreation, public works, planning, etc.

Generally Accepted Accounting Principles (GAAP): Conventions, rules, and procedures that define accepted accounting practice, including broad guidelines as well as detailed procedures.

General Obligation (GO) Bonds: Debt that is a general obligation of the city, primarily financed through property tax assessment.

General Plan Circulation Element: The Circulation Element of the General Plan depicts corridors for public mobility and access, which are planned to meet the needs of the existing and anticipated population of the city.

Governmental Accounting Standards Board (GASB): Organization established to improve standards of generally accepted accounting principles (GAAP) used by state and local governments.

Government Finance Officers Association (GFOA): Organization established to promote and enhance the professional management of governments for the public benefit by identifying and developing financial policies and practices and promoting them through education, training and leadership.

Grants: A contribution by a government or other organization to provide funding for a specific project. Grants can either be classified as capital projects or operational, depending on the grantee.

Interdepartmental Charges: Accounts for the reimbursement of the cost of services provided by Internal Service Fund programs to other programs and departments.

Internal Service Funds: Used to finance and account for goods and services provided by one City department to other city departments.

International City/County Management Association (ICMA): A local government leadership and management organization. Its mission is to create excellence in local governance by advocating and developing the professional management of local government worldwide. ICMA provides publications, data, information, technical assistance, and training and development.

Joint Powers Authority (JPA): A unit of local government, authorized under the state Government Code, created to jointly administer a shared power, under the terms of a joint exercise of powers agreement adopted by the member agencies.

Liability: Debt or other legal obligations arising out of past transactions that will be liquidated, renewed, or refunded at some future date.

Marin Community Foundation (MCF): A tax-exempt charity that administers funds for public purposes.

Marin County Storm Water Pollution Prevention Program (MCSTOPPP): Program established in Marin County designed to protect County waterways from pollution.

Marin Emergency Radio Authority (MERA): A countywide public safety voice radio communication system connecting police, fire, and other public service agencies.



Marin General Services Authority (MGSA): A JPA in Marin County created in 2005 to operate programs throughout the county, including Street Light maintenance, Abandoned Vehicle Abatement, and Taxicab Regulation.

Materials & Supplies: The costs of utilities, materials and supplies, services, fuel, and other non-labor costs.

Measure A: A measure passed by the voters of Marin County in March 2006 that authorized a one-half cent increase in sales taxes to fund local street and road improvements.

Measure B: A measure passed by the voters of Novato in March 2000 to authorize the sale of general obligation bonds for street and storm drain improvements.

Measure F: A measure passed by the voters of Novato in November 1989 to authorize the sale of general obligation bonds for street and storm drain improvements.

Memorandum of Understanding (MOU): A document detailing the results of labor negotiations between the city and its various bargaining units.

Modified Accrual Basis of Accounting: The accounting basis used by the city by which revenues and expenditures are recognized as they are earned or incurred, regardless of the timing of cash receipts and disbursements.

National Pollution Discharge Elimination System (NPDES): Federally mandated program with the goal of reducing the discharge of pollutants into creeks.

Novato Finance Authority (NFA): A financing authority formed to purchase and operate the Marin Valley Mobile Home Country Club Park (MVMCC).

Novato Independent Elders Project (NIEP): A program within the Parks, Recreation and Community Services Department that provides a forum for community volunteers, service providers and concerned seniors to work together to identify gaps in services.

Objective: A specific statement describing a result to be achieved in support of a department's purpose.

Operating Budget: A financial plan used to allocate resources among program operations, which lists an estimate of required expenditures and the means of financing them for the fiscal year.

Ordinance: A formal legislative enactment by the City Council.

Other Post-Employment Benefits (OPEB): Post-employment benefits that an employee will begin to receive when the employee retires.

Outstanding Encumbrance: The money allocated for payment of goods/services ordered but not yet received within the fiscal year at a given point in time.



Owner Participation Agreement (OPA): An agreement between a property owner and redevelopment agency that describes the terms and conditions for a project that is being developed on the owner's property

Patient Protection and Affordable Care Act (PPACA): Establishes mandated healthcare insurance for all individuals with specific requirements for employers with 50 or more employees to offer affordable coverage that provides minimum value to employees.

Performance Measure: Data collected to determine how effective or efficient a program is in delivering services.

Personnel: Reflects total full-time, part-time and temporary budgeted positions, expressed as full-time equivalents. (Example: Two half-time positions equal one full-time equivalent.)

Pension Obligation Bonds (POB): Debt incurred by the city to pay its unfunded accrued liability with the California Public Employees Retirement System.

Previous Actual: Audited revenues and appropriations for prior fiscal year(s).

Prior Year Encumbrances: Money set aside from last year's budget to pay for items or services ordered during that year but received in the subsequent fiscal year. The encumbrance is removed when the items or services are received and paid for.

Program: An activity or group of similar activities organized as a sub-unit of a department for planning, and performance measurement purposes.

Projected Actual: Estimate of revenues and appropriations for the fiscal year just ended, prior to the final accounting and external audit.

Project Area: The geographic area in which the redevelopment agency (RDA) collects tax increment revenues and is permitted by law to undertake its programs. The three RDA project areas do not encompass the entire city.

Purpose or Mission: A broad statement of the goals, in terms of meeting public service needs, that a department is organized to achieve.

Quasi-judicial: The action taken and discretion exercised by public administrative agencies or bodies that are obliged to investigate or ascertain facts and draw conclusions from them as the foundation for official actions.

Quasi-legislative: The capacity in which a public administrative agency or body acts when it makes rules and regulations.

Redevelopment Agency (RDA): An agency created by state law to operate locally within the jurisdiction of the city to eliminate blight.

Resources: Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.



Resolution: A special order of the City Council that requires less formality than an ordinance.

Revenues: The historical and estimated yield of taxes and other sources of income that a governmental unit collects and receives for public use.

Special Revenue Funds: Account for the proceeds of specific revenue sources that are restricted by law to expenditure for specific purposes.

Tax Allocation Bonds (TAB): Debt issued by the redevelopment agency to pay an obligation incurred by the Agency under an owner participation agreement.

Unfunded Actuarial Accrued Liability (UAAL): The excess of the Actuarial Accrued Liability (AAL) over the Actuarial Value of Assets (AVA). The UAAL can derive from three sources: unfunded past Normal costs, actuarial gains and losses (differences between actuarial assumptions and actual experience), and changes to the level of benefits promised.

User Charges/Fees: The payment of a fee for direct receipt of a public service by the party that benefits from the service.

Year to Date (YTD): Total expenses incurred since the beginning of the current fiscal year to a specific date (i.e., October YTD refers to expenses incurred from July 1 through October 31).

Acronyms

ADA: Americans with Disabilities Act

ALPR: Automated License Plate Reader

ARRA: American Recovery and Reinvestment Act

ABAG: Association of Bay Area Governments

AVL: Automatic Vehicle Locator

BCJPIA: Bay Cities Joint Powers Insurance Authority

B/PAC: Bicycle/Pedestrian Advisory Committee

BMP: Best Management Practices

CalPERS: California Public Employees' Retirement System

CAD: Computer Aided Dispatch

CCAP: Consolidated Court Automation Program

CCAP: Climate Change Action Plan

CDBG: Community Development Block Grant

CEQA: California Environmental Quality Act

CFD: Community Facilities District

CIEDB: California Infrastructure & Economic Development Bank

CIP: Capital Improvements Program

CIT: Crisis Intervention Team

CJIS: Criminal Justice Information System

CLEC: California Law Enforcement Challenge

CLGFA: California Local Government Financing Authority

CNT: Crisis Negotiation Team

COPE: Coordination of Probation Enforcement



- CRS:** Community Rating System
- CSMFO:** California Society of Municipal Finance Officers
- CTAC:** Citizen Telecommunications Advisory Committee
- CVNL:** Center for Volunteer and Non-profit Leadership
- DARN:** Disaster Assist Registry Network
- DRC:** Downtown Recreation Center
- DUI:** Driving Under the Influence
- EECBG:** Energy Efficiency Community Block Grant
- EIR:** Environmental Impact Report
- EOC:** Emergency Operations Center
- ERAF:** Educational Revenue Augmentation Fund
- ERMA:** Employment Risk Management Authority
- EV:** Electric vehicle
- FEMA:** Federal Emergency Management Agency
- FLIR:** Forward Looking Infrared
- FY:** Fiscal Year
- FTE:** Full-Time Equivalent
- GAAP:** Generally Accepted Accounting Principles
- GASB:** Governmental Accounting Standards Board
- GFOA:** Government Finance Officers Association
- GHG:** Greenhouse Gas
- GIS:** Geographic Information System
- GO:** General Obligation
- HCD:** Department of Housing and Community Development



- HEAL:** Healthy Eating, Active Living
- HHS:** Health and Human Services
- HRIS:** Human Resources Information System
- ICI:** Institute for Criminal Investigation
- ICMA:** International City/County Management Association
- JPA:** Joint Powers Authority
- LAFCO:** Local Agency Formation Commission
- LCC:** League of California Cities
- LSCC:** Lu Sutton Child Care
- MCF:** Marin Community Foundation
- MCSTOPPP:** Marin County Storm Water Pollution Prevention Program
- MCSO:** Marin County Sheriff's Office
- MDC:** Mobile Data Computer
- MERA:** Marin Emergency Radio Authority
- MGSA:** Marin General Services Authority
- MOU:** Memorandum of Understanding
- MTA:** Marin Telecommunications Agency
- MTC:** Metropolitan Transportation Commission
- MTSC:** Margaret Todd Senior Center
- MUTCD:** Manual on Uniform Traffic Control Devices
- MVMCC:** Marin Valley Mobile Country Club
- NBRCY:** Novato Blue Ribbon Coalition for Youth
- NFA:** Novato Finance Authority
- NFIP:** National Flood Insurance Program



- NIEP:** Novato Independent Elders Project
- NLEC:** National Law Enforcement Challenge
- NPDES:** National Pollutant Discharge Elimination System
- NRT:** Novato Response Team
- NUSD:** Novato Unified School District
- OPA:** Owner Participation Agreement
- OPEB:** Other Post-Employment Benefits
- PARB:** Police Advisory Review Board
- PEPRA:** Public Employee's Pension Reform Act
- PMP:** Pavement Management Program
- POB:** Pension Obligation Bonds
- POST:** Peace Officer Standards and Training
- PPACA:** Patient Protection and Affordable Care Act
- RDA:** Redevelopment Agency
- RFP:** Request for Proposal
- RMS:** Records Management System
- SCS:** Sustainable Communities Strategies
- SFHA:** Special Flood Hazard Area
- SMART:** Sonoma-Marin Area Rail Transit
- SR2S:** Safe Routes to Schools
- SRT:** Special Response Team
- STEP:** Selective Traffic Enforcement Program
- TAB:** Tax Allocation Bonds
- TAM:** Transportation Authority of Marin



TENS: Telephone Emergency Notification System

TFCA: Transportation for Clean Air

TOT: Transient Occupancy Tax (Hotel Tax)

UAAL: Unfunded Actuarial Accrued Liability

VIP: Volunteers in Policing

YTD: Year to Date

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CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 51-13

RESOLUTION ADOPTING THE FINAL CITY OF NOVATO OPERATING AND CAPITAL IMPROVEMENT BUDGETS FOR FISCAL YEAR JULY 1, 2013 THROUGH JUNE 30, 2014. 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 final Operating Budget for FY 2013/14 and Capital Improvement Program for FY 2013/14 through 2017/18 and has held public hearings as recommended prior to adoption of the final budgets, and

WHEREAS, the City Council of the City of Novato has reviewed the proposed final Operating and Capital Budgets for the Marin Valley Mobile Country Club for FY 2013/14 and has held a budget hearing on June 11, 2013 as recommended prior to adoption of the final budgets, and

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

1. That the budget for FY 2013/14 presented by the City Manager in the document "City of Novato Proposed Budget, Fiscal Year 2013/2014," is hereby approved and adopted as amended.
2. That the total General Fund operating budget is \$29,145,579 and is hereby appropriated for Department expenses as follows:

Central Administration	\$1,525,555
Administrative Services	\$4,521,345
Police	\$12,006,835
Community Development	\$2,128,242
Public Works	\$5,956,906
Parks, Recreation & Community Services	\$3,006,696
Total Operating Budget	\$29,145,579



3. That the transfer to other funds in the amount of \$5,877,908 is hereby appropriated as follows :

Capital Projects Fund (Fund 301)	\$3,810,550
General Plan Surcharge Fund (Fund 237)	\$300,000
Police Special Projects Fund (Fund 281)	\$7,000
Long-Term Maintenance Fund (Fund 323)	\$300,000
Pension Obligation Bonds Debt Service Fund (Fund 503)	\$1,100,358
Equipment Replacement Fund (Fund 605)	\$360,000

4. That \$14,138,232 is hereby appropriated for Capital Improvement Programs for Fiscal Year 2013/14 from the funds and for the amounts listed on pages 267-269 in the FY 2013/14 Proposed Budget document, including continuing appropriations (carry-overs) from FY 2012/13.

5. That the miscellaneous funds are hereby appropriated as follows:

Measure F Sales Tax (Fund 201)	\$1,144,150
Successor Agency Administration (Fund 205)	\$164,048
Clean Stormwater (Fund 221)	\$358,621
Underground Utility (Fund 226)	\$257,433
Parking Improvement (Fund 227)	\$83,450
Subdivision Park Trust (Quimby) (Fund 231)	\$230,234
Art in Public Places (Fund 235)	\$64,616
General Plan Surcharge (Fund 237)	\$555,100
Automation Surcharge (Fund 238)	\$142,857
Hamilton Community Facilities District (Fund 241)	\$500,077
Hamilton Arts Center (Fund 242)	\$246,000
Pointe Marin Community Facilities District (Fund 243)	\$198,659



Chapter 27 Assessment (Fund 251)	\$6,920
San Marin Landscape Assessment District (Fund 261)	\$51,580
Wildwood Glen Landscape Assessment Dist. (Fund 263)	\$8,269
Hillside Assessment District (Fund 264)	\$10,780
Downtown Landscape & Lighting District (Fund 265)	\$3,000
San Pablo Assessment District (Fund 266)	\$62,194
Eucalyptus Assessment District (Fund 267)	\$14,211
Gas Tax (Fund 272)	\$2,543,155
Justice Assistance Grants (Fund 277)	\$24,531
Police Special Projects (Fund 281)	\$152,356
State COPS Grant (Fund 282)	\$100,000
State Grants (Fund 283)	\$599,560
Federal Grants Fund (Fund 284)	\$789,357
Hamilton Trust (Fund 297)	\$384,910
Insurance Reserve (Fund 298)	\$195,000
Emergency Reserve (Fund 299)	\$201,200
Measure A (Fund 309)	\$1,864,482
Civic Center (Fund 319)	\$37,800
Clean Stormwater CIP (Fund 321)	\$309,787
Street & Storm Drain Maintenance (Fund 322)	\$35,320
Long-Term Maintenance (Fund 323)	\$369,978
Development Impact Fees (Fund 327)	\$2,461,260
Community Facilities Maintenance & Contingency Fund (Fund 330)	\$434,129



G.O. Bond Debt Service (Fund 501)	\$2,375,629
Pension Obligation Bonds Debt Service (Fund 503)	\$1,154,424
Equipment/Vehicle Maintenance (Fund 601)	\$821,998
Equipment Replacement (Fund 605)	\$1,173,125

6. That funds of the Marin Valley Mobile Country Club are hereby appropriated as follows:

Marin Valley Mobile Country Club (Fund 651)	\$2,478,204
---	-------------

* * * * *

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 hereof, held on the 25th day of June, 2013, by the following vote, to wit:

AYES: Councilmembers Athas, Kellner, Lucan, MacLeamy, Eklund
 NOES: Councilmembers
 ABSTAIN: Councilmembers
 ABSENT: Councilmembers

Sheri Hartz, City Clerk

Approved as to form:

City Attorney of the City of Novato



CITY OF NOVATO PUBLIC FINANCE AUTHORITY

RESOLUTION NO. 13-02

RESOLUTION OF THE NOVATO PUBLIC FINANCE AUTHORITY ADOPTING THE FINAL BUDGET OF THE NOVATO PUBLIC FINANCE AUTHORITY OF THE CITY OF NOVATO FOR FISCAL YEAR JULY 1, 2013 THROUGH JUNE 30, 2014 PROVIDING FOR THE APPROPRIATION OF EXPENDITURES OF ALL SUMS SET FORTH IN SAID BUDGET AND REPEALING ALL RESOLUTIONS IN CONCERT HEREWITH

WHEREAS, the City Manager has submitted to the Novato Public Finance Authority, a proposed budget as preliminary budget for Fiscal Year July 1, 2013 through June 30, 2014; and

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

WHEREAS, the Novato Public Finance Authority hereby appropriate funds of \$103,000 for operating expenditures, as follows:

Materials & Supplies	\$11,025
Debt Service	\$78,975
Transfer to General Fund	\$13,000

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, 2013 through June 30, 2014 and all resolutions and conflicts are expressly repealed.

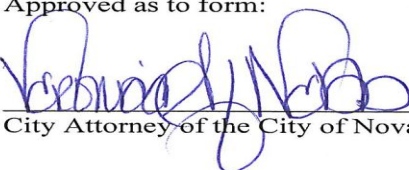
* * * * *

I HEREBY CERTIFY that the foregoing resolution was duly and regularly adopted by the Board of Directors of the Novato Public Finance Authority, Marin County, California, at a special meeting thereof, held on the 25th day of June, 2013, by the following vote, to wit:

AYES:	Agency Members	Eklund, Kellner, MacLeamy, Athas
NOES:	Agency Members	None
ABSTAIN:	Agency Members	None
ABSENT:	Agency Members	Lucan



Sheri Hartz, City Clerk

Approved as to form:


City Attorney of the City of Novato



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 54-13

RESOLUTION ESTABLISHING THE APPROPRIATIONS
LIMIT OF \$ 87,603,699 FOR THE FISCAL YEAR 2013/14

WHEREAS, Proposition 4 (Gann Initiative) was approved by California voters in 1979. The proposition places restrictions on the amount of revenue which can be appropriated by a local agency in a fiscal year. In addition, the proposition requires a local agency to adopt an annual appropriations limit for its proceeds of taxes; and

WHEREAS, Proposition 111 was approved by California voters in 1990. This proposition provides that each City may choose for its growth factor the growth in California per capita personal income or the growth in the non-residential assessed valuation due to new construction within the City, and may choose for its population factor the population growth within the City or its County; and that the factors are annual elections; and

WHEREAS, Fiscal Year 2013/14 appropriations limit is calculated using the following:

- The State of California per capita personal income increase determined by the California Department of Finance for the calendar year 2012, 5.12%; and
- The County of Marin population increase for the calendar year 2012 as determined by the California Department of Finance, 0.42%;

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Novato has utilized the City of Novato population increase and the State of California per capita personal income increase to calculate the Fiscal Year 2013/14 appropriations limit; and that the appropriations limit for Fiscal Year 2013/14 is established to be \$87,603,699.

* * * * *



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 hereof, held on the 25th day of June, 2013, by the following vote, to wit:

AYES:	Councilmembers	Athas, Kellner, Lucan, MacLeamy, Eklund
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None

A handwritten signature in blue ink, appearing to read "Sheri Hartz".

Sheri Hartz, City Clerk

Approved as to form:

A handwritten signature in blue ink, appearing to be the name of the City Attorney.

City Attorney of the City of Novato



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 43-13

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT AND LEVYING ASSESSMENT FOR FISCAL YEAR 2013/14 FOR THE HILLSIDE PARK UNIT 4 ASSESSMENT DISTRICT A-91 (PURSUANT TO THE LANDSCAPE AND LIGHTING ACT OF 1972)

WHEREAS, pursuant to Chapter 3 of the Landscape and Lighting Act of 1972, the City Council directed the City Engineer (Engineer of Work for Assessment District A-91) to prepare and file an annual report for Fiscal Year 2013/14; and

WHEREAS, the Engineer of Work filed an annual report on May 14, 2013 with the City Clerk, and the City Council adopted Resolution of Intention No. 27-13 to Levy and Collect Assessments within the assessment district for Fiscal Year 2013/14; and

WHEREAS, said Resolution No. 27-13 set a public hearing to be held at the hour of 6:30 p.m. on June 11, 2013, at the meeting place of the City Council located in the Novato City Hall at 901 Sherman Avenue, Novato, and notice was given in the time and manner required by law; and

WHEREAS, on June 11, 2013, the City Council held a public hearing and afforded to every interested person an opportunity to protest the annual report either in writing or orally, and the Council after having considered all such protests determined that a majority protest did not exist.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Novato hereby confirms the diagram and assessment roll as set forth in the annual report of the Engineer of Work and hereby levies the assessment as set forth therein for Fiscal Year 2013/14.

* * * * *



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 11th day of June, 2013, by the following vote, to wit:

AYES:	Councilmembers	Athas, Kellner, Lucan, MacLeamy, Eklund
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None

Sheri Hartz, City Clerk

Approved as to form:

City Attorney of the City of Novato

Appendix "D"

**Hillside Park Unit 4 Landscaping Assessment District A-91
Proposed Budget-Fiscal Year 2013/14**

Proposed Expenditures (FY 13/14):

Maintenance and Operations	\$	6,129
Allocated Salaries ²	\$	1,040
Water	\$	2,775
Electricity	\$	200
Admin Services (Internal support) ¹	\$	500
Collection Fees (County of Marin)	\$	136
Subtotal Proposed Expenditures FY 2013/14	\$	10,780
Projected Carryover Fund Balance 2012/13	\$	48,628
Fund surplus	\$	37,848
Contingency Reserve*	\$	48,660
No. of Assessment Units		68
13/14 Unit Assessment:	\$	159.00
Maximum allowable unit assessment	\$	560.58
Proposed Assessment for FY 2013/14	\$	10,812

*Pursuant to Section 22569 of the California Streets and Highways Code, a reserve may be included in the district budget. The reserve includes funding for future capital improvements.



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 44-13

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2013/14 FOR THE SAN MARIN ASSESSMENT DISTRICT A-81 (PURSUANT TO THE LANDSCAPING AND LIGHTING ACT OF 1972)

WHEREAS, pursuant to Chapter 3 of the Landscaping and Lighting Act of 1972, the City Council directed the City Engineer (Engineer of Work for Assessment District A-81) to prepare and file an annual report for fiscal year 2013/14; and,

WHEREAS, the Engineer of Work filed an annual report on May 14, 2013 with the City Clerk, and the City Council adopted Resolution of Intention No. 28-13 to Levy and Collect Assessments within the assessment district for Fiscal Year 2013/14; and

WHEREAS, said Resolution No. 28-13 set a public hearing to be held at the hour of 6:30 p.m. on June 11, 2013, at the meeting place of the City Council located in the Novato City Hall located at 901 Sherman Avenue, Novato, and notice was given in the time and manner required by law; and

WHEREAS, on June 12, 2012 City Council held a public hearing and afforded to every interested person an opportunity to protest the annual report either in writing or orally, and the Council after having considered all such protests determined that a majority protest did not exist.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Novato hereby confirms the diagram and assessment roll as set forth in the annual report of the Engineer of Work and hereby levies the assessment as set forth therein for Fiscal Year 2013/14.

* * * * *



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 11th day of June, 2013, by the following vote, to wit:

AYES:	Councilmembers	Athas, Lucan, MacLeamy, Eklund
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None
RECUSE:	Councilmembers	Kellner

Sheri Hartz, City Clerk

Approved as to form:

City Attorney of the City of Novato

Appendix "D"

**San Marin Landscape Assessment District A-81
Proposed Budget-Fiscal Year 2013/14**

Proposed Expenditures (FY 13/14):

Maintenance and Operations	\$	36,904
Allocated Salaries ²	\$	1,040
Water	\$	9,546
Electricity	\$	420
Admin Services (Internal. support) ¹	\$	500
Collection Fees (County of Marin)	\$	3,170
Subtotal Proposed Expenditures (FY 2013/14)	\$	51,580
Projected Carryover Fund Balance (2012/13)	\$	25,471
Fund surplus	\$	(26,109)
Contingency Reserve*	\$	27,496
No. of Assessment Units		1,585
13/14 Unit Assessment:		33.82
(Maximum allowable unit assessment):		33.83
Proposed Assessment for FY 2013/14		53,605

*Pursuant to Section 22569 of the California Streets and Highways Code, a reserve may be included in the district budget. The reserve includes funding for future capital improvements.

¹Finance staff and administrative support

²Staff hours worked on this project times the hourly billing rate for Novato's Cost recovery system



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 45-13

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT AND LEVYING ASSESSMENT FOR FISCAL YEAR 2013/14 FOR THE SAN PABLO SUBDIVISION ASSESSMENT DISTRICT A-03 (PURSUANT TO THE LANDSCAPE AND LIGHTING ACT OF 1972)

WHEREAS, pursuant to Chapter 3 of the Landscape and Lighting Act of 1972, the City Council directed the City Engineer (Engineer of Work for Assessment District A-03) to prepare and file an annual report for fiscal year 2013/14; and

WHEREAS, the Engineer of Work filed an annual report on May 14, 2013 with the City Clerk, and the City Council adopted Resolution of Intention No. 29-13 to Levy Assessments within the assessment district for fiscal year 2013/14; and

WHEREAS, said Resolution No. 29-13 set a public hearing to be held at the hour of 6:30 p.m. on June 11, 2013 in the meeting place of the City Council located in the Novato City Hall located at 901 Sherman Avenue, Novato, and notice was given in the time and manner required by law; and

WHEREAS, on June 11, 2013, the City Council held a public hearing and afforded to every interested person an opportunity to protest the annual report either in writing or orally, and the Council after having considered all such protests determined that a majority protest did not exist.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Novato hereby confirms the diagram and assessment as set forth in the annual report of the Engineer of Work and hereby levies the assessment as set forth therein for fiscal year 2013/14.

* * * * *



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 11th day of June, 2013, by the following vote, to wit:

AYES:	Councilmembers	Athas, Kellner, Lucan, MacLeamy, Eklund
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None

Sheri Hartz, City Clerk

Approved as to form:

City Attorney of the City of Novato

Appendix "C"

**San Pablo Landscape Assessment District A-03
Proposed Budget-Fiscal Year 2013/14**

Proposed Expenditures FY 2013/14:

Maintenance and Operations (City staff reimbursement)	\$	8,731
One time Hamilton CFD Reimbursement	\$	50,000
Allocated Salaries ²	\$	1,040
Water	\$	1,685
Electricity	\$	200
Admin Services (Internal support) ¹	\$	500
Collection Fees (County of Marin)	\$	38
Subtotal Proposed Expenditures FY 2013/14:	\$	62,194
Projected Carryover Fund Balance 2012/13:	\$	62,243
Fund surplus	\$	50
Contingency Reserve*	\$	12,548

No. of Assessment Units:	19
13/14 Unit Assessment:	\$657.84
(Maximum allowable unit assessment)	\$657.85

Proposed Assessment for FY 2013/14: \$ 12,499

¹Finance staff and administrative support

²Staff hours worked on this project times the hourly billing rate for Novato's Cost recovery system

*Pursuant to Section 22569 of the California Streets and Highways Code, a reserve may be included in the district budget. The reserve includes funding for future plantings, irrigation upgrades, and other capital projects.



CITY COUNCIL OF THE CITY OF NOVATO

RESOLUTION NO. 46-13

RESOLUTION CONFIRMING DIAGRAM AND ASSESSMENT ROLL AND LEVYING ASSESSMENTS FOR FISCAL YEAR 2013/14 FOR WILDWOOD GLEN ASSESSMENT DISTRICT C-91 (PURSUANT TO THE LANDSCAPING AND LIGHTING ACT OF 1972)

WHEREAS, pursuant to Chapter 3 of the Landscaping and Lighting Act of 1972, the City Council directed the City Engineer (Engineer of Work for Assessment District C-91) to prepare and file an annual report for fiscal year 2013/14; and

WHEREAS, the Engineer of Work filed an annual report on May 14, 2013 with the City Clerk, and the City Council adopted Resolution of Intention No. 30-13 to Levy and Collect Assessments within the assessment district for fiscal year 2013/14; and

WHEREAS, said Resolution No. 30-13 set a public hearing to be held at the hour of 6:30 p.m. on June 11, 2013, at the meeting place of the City Council located in the Novato City Hall located at 901 Sherman Avenue, Novato, and notice was given in the time and manner required by law; and

WHEREAS, on June 11, 2013, the City Council held a public hearing and afforded every interested person an opportunity to protest the annual report either in writing or orally, and the Council after having considered all such protests determined that a majority protest did not exist.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Novato hereby confirms the diagram and assessment roll as set forth in the annual report of the Engineer of Work and hereby levies the assessment as set forth therein for fiscal year 2013/14.

* * * * *



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 11th day of June, 2013, by the following vote, to wit:

AYES:	Councilmembers	Athas, Kellner, Lucan, MacLeamy, Eklund
NOES:	Councilmembers	None
ABSTAIN:	Councilmembers	None
ABSENT:	Councilmembers	None

Sheri Hartz, City Clerk

Approved as to form:

City Attorney of the City of Novato

Appendix "D"

**Wildwood Glen Landscaping Assessment District C-91
Proposed Budget-Fiscal Year 2013/14**

Proposed Expenditures FY 2013/14:

Maintenance and Operations	\$	4,350
Allocated Salaries ²	\$	780
Water	\$	2,400
Electricity	\$	145
Admin Services (Internal support) ¹	\$	500
Collection Fees (County of Marin)	\$	94
Subtotal Proposed Expenditures FY 2013/14:	\$	8,269
Projected Carryover Fund Balance 2012/13	\$	1,677
Fund surplus	\$	(6,592)
Contingency Reserve*	\$	1,963
No. of Assessment Units:		47
13/14 Unit Assessment:	\$	182.02
(Maximum allowable unit assessment)	\$	188.05
Proposed Assessment for FY 2013/14	\$	8,554.94

*Pursuant to Section 22569 of the California Streets and Highways Code, a reserve may be included in the district budget. The reserve includes amounts for plantings and irrigation upgrades.

¹Finance staff and administrative support

²Staff hours worked on this project times the hourly billing rate for Novato's Cost recovery system

Inter-Fund Loans

This Appendix provides information on outstanding inter-fund loans. The loans represent fund transfers from one fund to another for various operating needs. The information is presented in a matrix format for ease of reference. The column title "Due From" represents the borrower and the column title "Due To" represents the lender.

The City's Finance Department has set up repayment schedules for the various inter-fund loans, which will generate a funding source for the lending fund to be used for future operating needs.

**Due to/from Schedule
as of 6/30/2013**

Due To	Amount	Due From	Amount
Development Impact Fees	117,554	RDA Successor Agency	117,554
General Fund	376,234	Hamilton CFD	376,234
Emergency Reserve	1,181,519	Redevelopment Obligation Retirement	1,181,519
Equipment Replacement	1,057,940	General Fund	1,057,940
Equipment Replacement	377,532	Novato Public Finance Authority	377,532
Hamilton Trust	1,215,000	Novato Public Finance Authority	1,215,000
RDA Successor Agency	24,355,143	RDA Housing Successor Agency	24,355,143
Total inter-fund loans	28,680,923		28,680,923



FY 13/14 Budgeted Operating Transfers

	Transfers In									Totals
	101	237	241	281	301	321	323	503	605	
Transfers Out	General Fund	General Plan Surcharge	Hamilton CFD	Special Projects	Capital Improvements Program	Clean Stormwater CIP	Long-Term Maintenance	Pension Obligation Bonds	Equipment Replacement	
101 General Fund		300,000		7,000	3,810,550		300,000	1,100,358	360,000	5,877,908
201 Measure F Sales Tax	313,594				10,000			19,492		343,086
205 RDA Successor Agency								3,591		3,591
221 Clean Stormwater	150,000					45,000				195,000
226 Underground Utility					257,433					257,433
227 Parking Improvement					83,000					83,000
231 Quimby	500				229,734					230,234
235 Art in Public Places					64,616					64,616
238 Automation Surcharge								2,656		2,656
241 Hamilton CFD					34,594			9,746		44,340
243 Pt Marin CFD								6,306		6,306
251 Ch 27 Assessments					6,920					6,920
266 San Pablo Assessment Dist			50,000							50,000
272 Gas Tax	817,000				1,726,155					2,543,155
283 State Grant					599,560					599,560
284 Federal Grants					789,357					789,357
297 Hamilton Trust	351,910									351,910
298 Insurance Reserve					195,000					195,000
299 Emergency Reserve					201,200					201,200
309 Measure A					1,864,482					1,864,482
319 Civic Center Fund					37,800					37,800
321 Clean Stormwater CIP					309,787					309,787
322 Street/Storm Drain Maint					35,320					35,320
323 Long-Term Maintenance					369,978					369,978
327 DIF	121,789				2,339,471					2,461,260
330 Community Fac Maint					434,129					434,129
450 NPFA	13,000									13,000
601 Equipment Maint								12,275		12,275
605 Equipment Replacement					134,524					134,524
	1,767,793	300,000	50,000	7,000	13,533,610	45,000	300,000	1,154,424	360,000	17,517,827



Restricted Revenue Project Funding

Use of Restricted Revenue Developer Fees

DATE NAME	BEGINNING BALANCE 7/1/2012	FEES RECEIVED	FUNDS EXPENDED	INTEREST EARNED	ENDING BALANCE 6/30/2013	PROPOSED USE OF FUNDS
3/29/73 BARRY SWAIN	\$869.64			\$3.11	\$872.75	FUTURE CIP PROJECT
4/11/78 M. BLUMENFIELD	\$21,861.26			\$78.34	\$21,939.60	FUTURE CIP PROJECT
9/21/78 FOUNDERS TITLE	\$2,713.12			\$9.73	\$2,722.85	FUTURE CIP PROJECT
6/1/79 TAM SEWERS, INC.	\$15,725.19			\$56.35	\$15,781.54	FUTURE CIP PROJECT
1/1/80 LEONARD	\$21,951.88			\$78.66	\$22,030.54	FUTURE CIP PROJECT
7/3/86 PERENNIAL HOMES	\$39,323.62			\$140.91	\$39,464.53	FUTURE CIP PROJECT
8/20/87 GLASCOCK HOMES #1	\$52,180.83			\$186.98	\$52,367.81	FUTURE CIP PROJECT
12/11/87 FOUR STAR INVESTMENTS/HILLSIDE PK	\$21,357.49			\$76.53	\$21,434.02	FUTURE CIP PROJECT
6/20/88 ROWLAND 101 PROPERTIES	\$134,038.99			\$480.30	\$134,519.29	FUTURE CIP PROJECT-ROWLAND IMPROVEMENTS
12/27/91 R. W. GUDGEL	\$6,252.34			\$22.41	\$6,274.75	FUTURE CIP PROJECT
3/1/96 BUCK CENTER	\$29,302.99			\$105.00	\$29,407.99	PROJECT 99-007
7/25/96 MASMA CONSTRUCTION	\$36,829.23			\$131.97	\$36,961.20	FUTURE CIP PROJECT
2/4/97 FRANK FONSECA	\$23,065.97			\$82.65	\$23,148.62	FUTURE CIP PROJECT
6/23/98 NOVATO COMM HOSPITAL	\$35,527.26			\$127.31	\$35,654.57	FUTURE CIP PROJECT
4/10/98 MARIN GREEN VILLAGE	\$1,588.76			\$5.69	\$1,594.45	FUTURE CIP PROJECT
2/22/99 TOLL BROTHERS	\$8,872.01			\$31.79	\$8,903.80	FUTURE CIP PROJECT
1/29/99 NEW HAMILTON PARTNERSHIP	\$7,714.80			\$27.64	\$7,742.44	FUTURE CIP PROJECT
9/30/99 BUCK CENTER FOR RESEARCH	\$1,494.03			\$5.36	\$1,499.39	PROJECT 99-007
4/24/00 GREYSTONE HOMES	\$28,401.95			\$101.78	\$28,503.73	FUTURE CIP PROJECT
10/31/01 SHEA HOMES	\$36,931.02			\$132.34	\$37,063.36	FUTURE CIP PROJECT
7/29/03 SUMMERHILL PALMER LLC #63824	\$105,768.82			\$379.11	\$106,147.93	FUTURE CIP PROJECT
11/24/06 COUNTY OF MARIN GRANT #78962	\$19,808.13			\$70.97	\$19,879.10	PROJECT 07-009
10/31/08 NCP/SHEA HOMES	\$89,254.16			\$319.82	\$89,573.98	LOT 6, MEADOW PARK MAINTENANCE
VARIOUS STREET RESURFACING	\$22,602.76	\$8,000.00		\$94.64	\$30,697.40	STREET RESURFACING PROJECTS
8/19/09 901 SHERMAN AVE	\$45,347.13	\$2,141.50	(\$473.14)	\$165.04	\$47,180.53	901 SHERMAN FACILITY IMPROVEMENTS
9/21/10 SIGNATURE PROPERTIES	\$5,346.46			\$19.15	\$5,365.61	FUTURE CIP PROJECT
9/21/10 SIGNATURE PROPERTIES	\$12,603.08			\$45.16	\$12,648.24	FUTURE CIP PROJECT
7/13/11 NORTHWESTERN PACIFIC RAIL	\$100,458.39			\$359.84	\$100,818.23	FUTURE CIP PROJECT
7/27/12 NOVATO GATEWAY LLC		\$379,234.00		\$1,288.33	\$380,522.33	PROJECT 97-001
7/27/12 NOVATO GATEWAY LLC		\$153,096.00	(\$23,077.00)	\$519.29	\$130,538.29	PROJECT 12-005
7/27/12 NOVATO GATEWAY LLC		\$48,000.00		\$160.79	\$48,160.79	PROJECT 02-011
	\$927,191.31	\$590,471.50	(\$23,550.14)	\$5,307.00	\$1,499,419.67	

Required Public Disclosure per Section 6606(b) of Government Code:

In order to meet statutory accounting requirements, developer fees imposed by the City as a condition of project approval are recorded in the City's Restricted Revenue Fund. Such fees must be accounted for separately by all local agencies and an annual report made of account activity to the public. The City Council is required to review this information at a regularly scheduled meeting held not less than fifteen days after the information is made available to the public.



CITY OF NOVATO
Adopted Budget
Fiscal Year 2013/2014

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